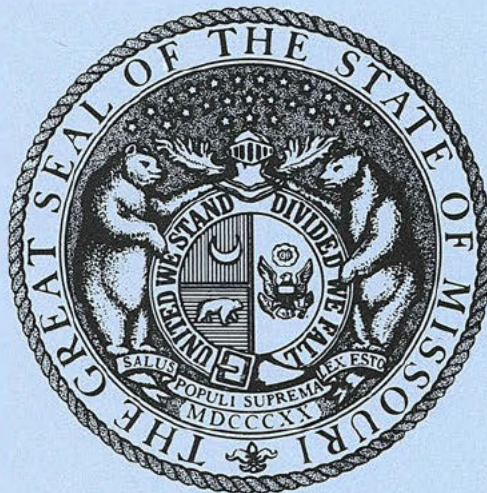


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**REPORT
OF THE
MISSOURI ADVISORY COMMISSION
ON STATE GOVERNMENT RECRUITMENT,
RETENTION AND COMPENSATION**



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**Presented to
the Governor and the General Assembly**

March, 1983

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March 4, 1983

Governor Christopher S. Bond
Members of the General Assembly of the State of Missouri

We are pleased to transmit to you the final report, unanimously approved, of the Missouri Advisory Commission on State Government Recruitment, Retention and Compensation. The report contains several recommendations for improving salaries in the executive, legislative and judicial branches.

This Commission met nine times in a four and one-half month period and heard testimony at four public hearings from eighty-seven persons representing government, business, labor and other concerned citizens. Missouri's inadequate compensation level for executive managers, law enforcement agencies, the judiciary and elected officials are creating severe management problems in the conduct of state government. Some have suggested we are on the verge of a crisis.

Five years ago we were among the leaders in the fifty states in compensating our judges, our executive department heads and several of our elected officials. Now, due primarily to inaction since the 1977 Compensation Commission recommendations were implemented, we are a distant follower for most of our important leadership positions. At a time when the cost of living has grown almost 50% in the past 4 years, and most state employees have seen an average increase of 39%, our judges, elected officials, top department managers, and several other statutory salaried positions have seen no increase or only a minimal increase in pay.

We are asking state government managers making \$30,000-\$40,000 per year to handle multi-million, even billion dollar programs. This is unheard of in many other state governments, private industry and even many local governments in Missouri. Agencies like the Public Service Commission, Tax Commission and Administrative Hearing Commission are now being called on to decide increasingly complex issues with enormous financial impact. Directors of the Departments of Mental Health, Revenue, Highways and Transportation, Social Services, Elementary and Secondary Education and the Office of Administration are responsible

for over half the state employees and over half the state budget. These are vital functions of the state that must be well managed. Additionally, in a state that is known for the "Missouri Plan" for selecting many of its judges, a plan copied by several other states, we now have fallen into the bottom 40 per cent in pay for our judges. We were in the top 15 per cent only five years ago.

Our highway patrol is suffering morale problems; troopers are resigning to work for other police agencies; and they are not accepting promotions because there is little pay differential in the ranks. Because of the unworkable 35 year longevity plan and low pay, the patrol is seriously impaired.

The legislature is continually called on to work harder on more complex government issues affecting all of our citizens. With increased costs of living in the state capitol away from their homes, and with no increase in salary possible before 1985, the members of the general assembly need an immediate increased per diem allowance.

This Commission worked hard reviewing salaries; listening to testimony; and comparing Missouri salaries to other states, local governments in Missouri, the federal government and private industry. The recommendations we make in this report are designed to move Missouri back into a leadership role. The salaries we propose will make us comparable with the best of the other states. We did not aim for mediocrity, we did not strive to be average or below average, we did not wish to be a follower. At the same time we are not proposing salaries that put us at the very top of the list. Instead we propose salaries that put us among the leaders, in a position to pay what the positions deserve to be paid, considering responsibilities and market factors.

Including the amount for the highway patrol, the total increases proposed amount to about 1/3 of 1 per cent of the state's budget. This is a small price to pay to attract and retain the bright, competent, efficient people needed to run government in a time of slowed growth and increasing responsibilities on the state caused by the "new federalism."

There are those who will point to an existing fiscal crisis in state government, claim that we have blindly ignored that crisis and contend that the raises proposed just can't be given. That simply isn't true. We believe it would be courting disaster if we allowed the state's fiscal situation to exacerbate the severe compensation problems we face.

Not only this Commission but all citizens want Missouri to be well governed, managed and judged. We simply cannot afford for it not to be. The Commission's proposals, if adopted, will continue our move toward that goal.

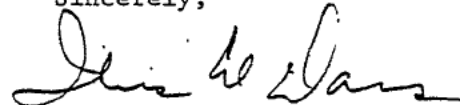
Governor Bond
General Assembly

Page 3
March 4, 1983

The Members of this Commission truly appreciate the opportunity given to us to render this public service. We are convinced it was timely, indeed necessary. We look forward to discussion of our proposals and hope that you and the General Assembly will support our recommendations.

Our report would not be complete if we did not call attention to the invaluable staff work done by Associate Dean Kenneth Dean of the University of Missouri-Columbia School of Law. On your behalf and our own we express our gratitude.

Sincerely,

A handwritten signature in dark ink, appearing to read "Illus W. Davis", written in a cursive style.

Illus W. Davis
Chairman

laj



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REPORT OF THE MISSOURI ADVISORY COMMISSION ON STATE GOVERNMENT RECRUITMENT, RETENTION AND COMPENSATION

Presented to
the Governor and the General Assembly

March, 1983

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INTRODUCTION

Commission Formation

Acknowledging a "critical need to hire and retain the skilled staff necessary to provide quality services for Missouri citizens," Governor Bond announced on September 7, 1982, the selection of fourteen citizens to serve on The Missouri Advisory Commission on State Government Recruitment, Retention and Compensation.

The Commission had been created by Executive Order 82-11, issued June 24, 1982. The executive order charged the Commission with the responsibility among others, to "review, analyze, examine, study, recommend and report on the following matters:

1. The scope and extent of responsibilities and the levels of compensation of the elected and gubernatorially-appointed officials of the three branches of state government, as compared to similar positions in other states and in the private sector;
2. The scope and extent of responsibilities and the levels of compensation of the top administrative, middle management, and professional/technical positions of the three branches of state government, as compared to similar positions in other states and in the private sector; and
3. The scope and extent of responsibilities and the levels of compensation of the law enforcement personnel of the state and of the metropolitan police departments, as compared to each other and to similar positions in other states and metropolitan areas."

The full text of the Executive Order is set out in Appendix A.

This is only the second time that such a Commission has been appointed to review compensation of upper level state employees and elected officials. The first such independent review was the nine member Missouri Compensation Commission appointed December 21, 1976, which made its report in March 1977 to the Governor and General Assembly.

This Commission is composed of fourteen (14) members, five (5) appointed by the Governor and three (3) each by the President Pro Tem of the Senate, the Speaker of the House of Representatives and the Chief Justice of the Missouri Supreme Court. The Commission members and the appointing authorities are set out below:

Jack S. Curtis)	
Dr. Fredda Witherspoon)	
John C. Shepherd)	- Appointed by Governor Kit Bond
Albert M. Spradling, Jr.)	
John D. Graham)	

Ilus W. Davis)	
Donald E. Lasater)	- Appointed by President Pro Tem
H. E. Davis)	Norman Merrell
W. E. Clarkson)	
Kenneth F. Davis)	- Appointed by House Speaker
S. P. "Pete" Sorensen)	Bob Griffin
Irvine O. Hockaday, Jr.)	
Howard L. Young)	- Appointed by Chief Justice
Mrs. G. Duncan Bauman)	Robert Donnelly

The 1976 Missouri Compensation Commission

The work of this Commission was made somewhat easier by the efforts of the preceding Commission. Not only were the earlier report and procedures available, but two members of the earlier Commission -- Mr. Howard L. Young and Mrs. G. Duncan Bauman -- were appointed to this Commission. This resulted in a depth of experience, continuity and perspective that proved valuable in the Commission's work.

The scope of responsibilities given this Commission was broader than that of the 1976 Commission. However, this Commission, like the 1976 group, chose to limit its inquiries and recommendations. This point will be discussed later in the report.

The 1976 Commission recommendations for salary increases for elected and appointed state officials were well received by the General Assembly. Virtually all of the recommendations for salary increases were followed without change. We believe the recommendations of that Commission were implemented because they were realistic, recognized the need to be competitive and reflected the inflationary rates occurring before 1977. The double digit inflation of the past few years clearly requires substantial adjustment in compensation. We fully expect and hope that all of the salary recommendations of this Commission will meet with the same success as the 1976 Commission.

Four other recommendations were made by the 1976 Commission, but were not implemented. This Commission has also chosen to make several additional recommendations which it believes will insure proper ongoing review of several problem areas noted by the Commission. One recommendation made by the 1976 Commission is echoed here -- the establishment of a permanent salary review commission. A full discussion will be found at pages 14-15 of this report. The fact that it was necessary to once again appoint a Commission like this is clear recognition of an ongoing problem in salary review at the upper levels of state government.

Commission Procedures

The Commission met a total of 9 times between October 11 and February 28, 1983. Four of the meetings were set for public hearings. A total of eighty-seven (87) people testified before the Commission, and 800 pages of testimony was taken. In addition to the public testimony the Commission also received reports, letters and other materials which were used and reviewed in

completing its work. A copy of the transcript of the testimony and other supporting materials has been deposited in the Supreme Court Library, the Legislative Library and the Governor's office. It is available for review and inspection.

All meetings were open to the public and press. Each public hearing - one in Kansas City, one in St. Louis and two in Jefferson City - was preceded by a press release to almost 500 media sources. Copies of sample press releases and notice(s) of commission meetings are shown in Appendix B. The Commission was careful to comply with both the letter and spirit of the law regarding open meetings.

For each hearing special notice was sent to certain individuals the Commission believed to be particularly concerned with the work of the Commission. That list is shown in Appendix C.

The Commission wishes to thank all those in the Executive, Legislative and Judicial Branches who responded to requests for information and provided additional staff assistance to the Commission.

Policy Considerations

In general, the Commission believes most of the same considerations set forth in the 1977 report are still valid today. The Commission believes that it is essential to the maintenance of a sound and efficient government that salaries be fair and equitable and that high elective or appointive public service not be the exclusive preserve of the wealthy or those supported financially by special interests.

In the administrative areas, low salaries will eventually lead to inefficiencies and mismanagement of the state's affairs. Competent and able administrators will go where financial rewards far surpass the intangible and often over-emphasized prestige and self-satisfaction aspects of public service.

It is always the fact that there are more demands for state funds than there are resources to meet the demands. The Commission is concerned that public funds not be expended for excessively high salaries, but at the same time it is obvious that excessively low salaries do not represent an economy for taxpayers. This is particularly true at a time when the state is in a period of slowed growth.

Incompetence or inexperience in the responsible positions in state government, if it should occur, will have an adverse effect on the economy of the state and quality of services provided to our citizens. Only if salary levels are appropriate can we hope to employ the highly qualified individuals the state needs. If such individuals are attracted, increases in efficiency can be accomplished which will far outweigh the costs of the increased salaries. The policy of this Commission is to recommend pay levels adequate to attract and retain competent people.

While the Commission has not undertaken to evaluate the performance of incumbents in any of the offices considered, the Commission shares the view of many that Missouri has a government of substantial integrity administered

by public servants of ability, competence and dedication.

In our system of government it is the responsibility of the voters to elect competent officials. While salary levels alone cannot assure that the public will elect competent officials, nevertheless, it is clear that extremely low salaries inevitably will discourage many competent people from seeking public office.

Further, even competent elected officials cannot succeed if compensation for their key staff is too low to attract or retain the best. If enacted, some of the recommendations of this Commission will go into effect this year, others will take effect in two years and one in four years. For all of the offices considered, our recommendations are for salary levels appropriate for the year 1983. Our present economic situation is simply not stable enough to warrant prediction as to what a salary level should be two or four years hence. Private enterprise has found that frequent salary reviews are necessary during these times to maintain appropriate salary levels.

Self-Imposed Limitations on Scope of Report

Because the Commission wished to complete its report in time for action in the current legislative session, and because the task would have been too formidable otherwise, the Commission has limited its specific salary recommendations to elective, upper level management and statutory salaries, except in certain instances noted in the report. The charge to the Commission was so broad that such a self limitation was necessary. It simply was not possible, due to time, staffing and other factors, for the Commission to address all the problems which it observed.

The Commission does note that particularly important recruitment, retention and compensation problems exist in the following areas; and further study beyond this Commission's review seems warranted:

1. Fringe Benefits - for many elective and some regular state employees;
2. Salaries for Probation and Parole officers;
3. Salaries for Public Defenders;
4. Salaries for Conservation Agents;
5. Salaries - for many of the skilled positions in state government, including but not limited to data processing professionals,² accountants,³ lawyers,⁴ mental health professionals,⁵ engineers,⁶ managers,⁷ educational professionals,⁸ and other skilled workers. The Commission strongly urges that further study and analysis of these positions be undertaken, since the pay levels seem quite low.

No Analysis As to Availability of Funds

The Commission was not asked nor directed to make suggestions or proposals for financing its recommendations. That role is for the Governor and the General Assembly. Therefore, no analysis has been made as to the availability of funds for implementing the recommendations contained in this report.

The Commission at its first meeting agreed that its primary role would be to recommend salary levels. It became alarmingly evident during the taking of testimony that Missouri is in or near a state of crisis in its compensation to upper level management, law enforcement agencies, the judiciary, elected state officials, and many of those with statutorily set salaries. The Commission believes the salary levels proposed are necessary to make us competitive with other states, localities within Missouri, the federal government and private industry. The salaries proposed, if anything, are conservative. They are realistic. Increases are necessary, and the total increases represent only 1/3 of 1% of the state budget. Funds must be found to implement these recommendations or we will indeed face significant long term deterioration of state services.

Factors Considered

In general, the Commission took into account the following factors in analyzing pay levels and positions on which recommendations were made. A fuller discussion appears later in this report:

1. Duties and responsibilities of the position
2. Salary history
3. Fringe benefits
4. Inflationary rate since 1978
5. Raises granted state and other employees since 1978
6. Comparison of salary with
 - a) Similar positions in local government in Missouri
 - b) Other states
 - c) Federal government
 - d) Private industry

7. Public and legislative acceptance

The Commission was and is concerned that the public, the citizens of the state, be educated to the compensation problems facing this state and the correlation between good services and good compensation. Several times during the hearings, the Commission heard testimony from labor leaders, business leaders, and governmental leaders that they and their constituencies recognized the pressing need for salary improvement in state government.

Not one person of over 87 testifying said salaries were adequate or too high. Many of those testifying had no direct personal interest in the results of the Commission's work. While there may be those who will say the proposals are too high, the Commission is convinced the proposals are sound, realistic and necessary to attract and retain the quality individuals needed to serve the citizens of Missouri.

The Commission calls upon the leaders from business, industry, labor and government to start or to maintain their efforts to educate their constituencies on the pressing need for salary improvement.

This Commission, like the 1976 Commission recognizes that there has been some public sentiment against any pay increases, particularly for the Legislature, because of the claim of an inherent conflict of interest in permitting the legislators to establish their own salaries. The Commission disagrees with this sentiment for two reasons: first, with the exception of half of the Senate, the Constitution prohibits any elected official, other than a judge, from receiving a pay increase during his term of office. Therefore, with those exceptions, the only instance in which a legislator would be

voting to raise his present pay would be a particular incumbent who is eventually reelected. Second, substantial salary adjustments are required immediately and the only practical way to accomplish this is through action by the Legislature.

The Commission expects that it will receive objective and fair comment regarding its recommendations and that those leaders testifying before the Commission will mobilize their support for these necessary changes in salary levels.

II. GENERAL OBSERVATIONS

Compensation Levels

Missouri faces a major problem. Salaries are too low to attract or retain many highly competent people. There are disturbing numbers of resignations and turnovers in some positions. Even where turnover may be decreasing due to the general state of the economy, testimony indicates major problems when the economy improves. We cannot avoid the problem by waiting and taking advantage of current economic conditions, thereby penalizing the state and its employees. We will suffer even more when the economy rebounds.

Some particular examples are striking and vary across the spectrum of state employees:

1. Former Supreme Court Judge John Bardgett resigned in 1982 due primarily to the salary level. His salary had been fixed with no change since 1978. He recognized his salary was quite substantial compared to most other state employees but noted "everything is relative in life and so is the compensation of people who you expect to perform executive duties . . ."¹²
It is a fact that you can always find someone to take a job at any price, but as Judge Bardgett noted "it is not always the person you want. It is not always the person who has the background, the knowledge of the law, and the thing I call wisdom . . . to understand how law impacts our people . . ."¹³
2. Former Circuit Judge Paul Vardeman resigned last year - again primarily due to salary and his impression that judges had not been treated fairly regarding pay.¹⁴ When judges go on the bench they make a dramatic career change - they cannot return to private practice very easily. Unlike many other state employees or officials a judge has often "burned his bridges" behind him by giving up his private practice.
3. Between 1976 and 1982 there has been a "dramatic, unbelievable" lack of interest in applying for circuit judgeships in the Kansas City area -- (testimony of Max Faust). He reports the 16th Circuit Commission was barely getting enough qualified names to present a selection panel to the Governor.¹⁵ The reason: low salaries. Another factor: the workload for judges has increased significantly in recent years while pay has not. (See Appendix T for judicial workload history).

4. "I would say that, yes, we are at a crisis now. . . . Resignations have increased dramatically in the past three years . . . we have had 51 resignations and 32 of those have cited financial reasons." Testimony of Col. H.J. Hoffman, Superintendent, Missouri State Highway Patrol. Additional testimony was taken showing MSHP Patrolmen applying for positions in St. Louis, Kansas City or other localities because their pay would be better in only a year or two.¹⁶ Patrolmen are not accepting promotions because there is not enough pay differential in the ranks to justify a move.¹⁷
 "All of our people are very highly motivated. . . . one of my big fears is that if we don't do something about the benefits and the salary, we are going to quit attracting those people." Trooper Terry St. Clair (p. 61 Transcript)
5. Turnover rate among Probation and Parole officers is at 24-26%.¹⁸ (Testimony of Dick Moore). Probation & Parole officers are the lowest paid law enforcement related positions in state government.
6. "Strong, intelligent, and vigorous executives will shun us for other states, for other local governments, and for the private sector, and Missouri state government ultimately will become the employer of last resort."¹⁹ John Pelzer, Commission of Administration.
 Compared with just four of our neighbors -- Arkansas, Kansas, Iowa and Illinois -- Missouri pays the lowest salary in 20 of 33 executive level positions. (p. 151 Transcript). See also Appendix O. This excerpt from a letter of Governor Bond to the Commission (January 27, 1983) highlights the issue:
 Two recent examples focus attention on the need to provide realistic Executive Branch salaries. We have just this month lost both the Director of the Division of Family Services and the Director of the Division of Electronic Data Processing from the Department of Social Services. In the latter case, our director is leaving Missouri to take a job involving less responsibility but a far higher salary. Recruiting qualified people for these two \$34,000 per year jobs--either of which can cost or save the state millions of dollars each year--will be difficult.
7. ". . . We are losing the deputy general counsel of the Department of Revenue to an offer of a salary of approximately \$10,000 in excess of what he was making here by [Jackson] county."²⁰ Richard King, Director, Department of Revenue. ". . . I think there is a significant risk of discretion being miscarried" if salaries in the Department are not improved. (p. 184 Transcript)
8. The number of qualified applicants for upper level management positions -- those at the \$34,000 Division Directors range -- have decreased dramatically in some departments in the past five years.²¹
9. "Once in a while somebody steps forward and provides public service [for a low salary], but not forever. There is just a limit to the sacrifice" - James Antonio, State Auditor (p. 536 Transcript)

10. "We are experiencing a drop-off in the number of [attorney] applicants we interview and we are experiencing an increase in the number of people who receive offers from us but who decline." - Attorney General John Ashcroft (p. 476 Transcript)
11. "I think there are people right now waiting to see what the recommendations of your Commission are to see whether or not they will remain (with state government). It is that serious." Testimony of state senator Ed Dirck.

The above examples represent only a limited selection of testimony presented. They clearly indicate that inadequate compensation has created severe problems in all departments of our state government.

Rapid Increases in Cost of Living

Since 1978 we have seen dramatic fluctuations in the economy and substantial increases in the inflation rate. The chart below shows that the Consumer Price Index (CPI) has increased 50.2% since 1978. This change in the CPI is contrasted in the chart with the percentage that salaries have increased for certain selected groups within Missouri and beyond.

Comparison of Salary Increases* 1978-1982		Increase in CPI* 1978-1982
Kansas City City Employees	58.0%	50.2%
Missouri County Employees	52.2%	50.2%
Missouri State Employees (non-statutory salaries)	39.1%	50.2%
Average Full-Time Wage and Salary Worker (United States)	35.3%	50.2%
Most Missouri Judges (Circuit - Court of Appeals - Supreme Court)	3.8%	50.2%
Several Executive Branch Depart- ment Directors and Division Directors	0.0%	50.2%

*[Source: Midwest Research Institute]

The chart shows that while the CPI has increased 50.2% in a four-year period some positions received no, or an insignificant, increase in pay. Particularly of concern is the fact that several key executives - Department and Division Directors - have received no pay increase since January 1, 1978, and no raise is possible before October, 1983 at the earliest. This is almost six years without an increase for several positions. The General Assembly received its last pay increase in January 1979, and the earliest another raise would be available is January, 1985 - a six-year period. For the state auditor no pay raise is possible until January, 1987, an eight year period since

the last raise. Given the rate of inflation we have experienced in the past four years, this is an intolerable situation.

What the above table shows is that for virtually all of the elective and appointive upper level positions in the executive, legislative and judicial branches, there has been a significant reduction in the buying power of those 1978 salary levels.

The chart on p. 10 graphically shows the practical effect -- a significant cut in the buying power of many positions.

Comparison With Positions in Local Government

The Commission discovered that many comparable administrative positions in city government, not only in St. Louis and Kansas City, but also in other cities such as Springfield, Columbia, St. Joseph and Kirksville, pay more - often considerably more than the comparable position in state government. The city manager of Kansas City makes over \$70,000; in St. Louis the mayor's chief of staff \$57,148; in Columbia the city manager \$52,074; in Springfield the city manager \$55,021. All these are above Division or Department Directors in state government - of whom many have significantly more fiscal and personnel responsibilities. Currently, 110 school superintendents and 21 principals located in every area of the state make in excess of \$40,000 - the top for many state department directors. Every comparable position in St. Louis City or Kansas City government pays from \$2000 to \$20,000 higher than the corresponding position in state government. At least ten state college presidents or chancellors make more than the Governor! (See Appendixes E, F & G for detailed comparisons).

A police officer with two years experience in the following Missouri cities makes more than a two-year Missouri State Highway Patrolman: St. Louis County--\$1400 more, Kansas City--\$2500 more, Springfield--\$740 more. The gap increases in succeeding years. (See Appendix H for comparison).

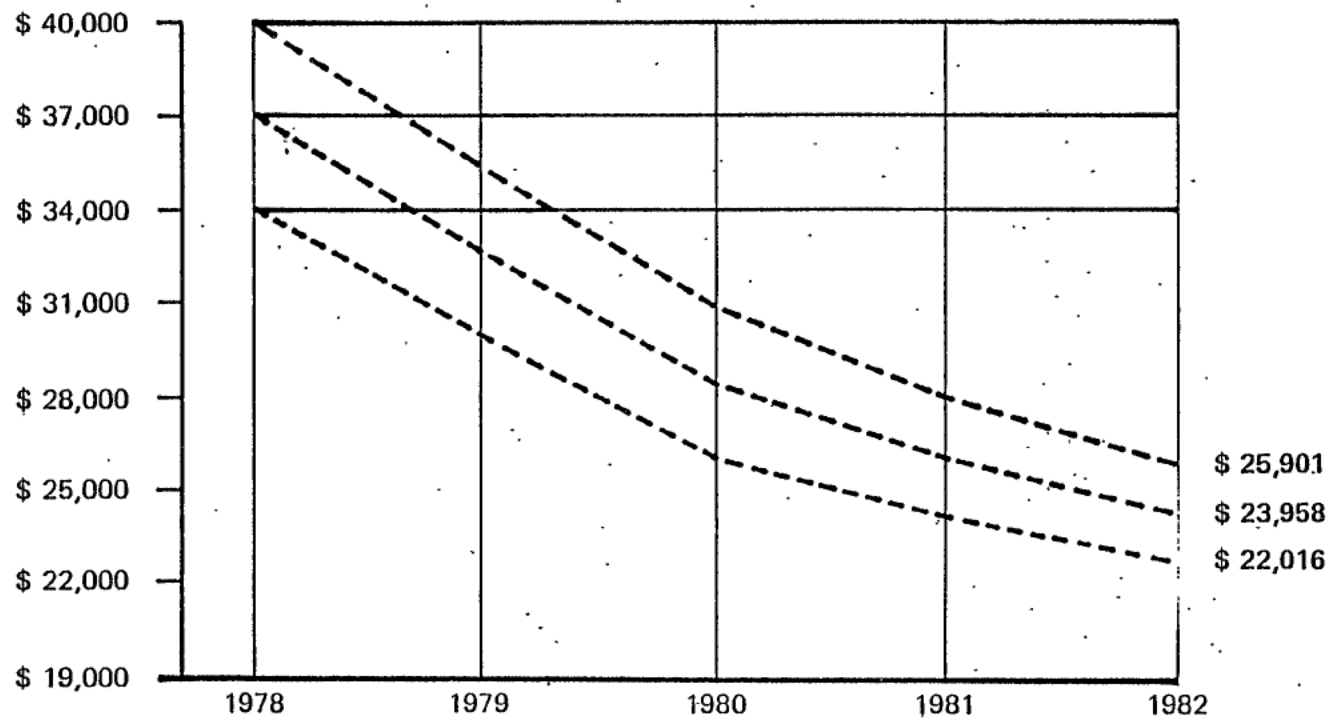
These are only a few of the examples of positions in Missouri local government that pay significantly more than state level positions. It is not surprising that we have difficulty attracting and retaining key employees when some local governments pay considerably more than the state. The prestige, power and responsibility of state positions can go only so far in drawing candidates - salary also has to be adequate. (See Appendix D, which shows that most lower level positions in St. Louis and Kansas City also pay more than similar state positions.)

Gap With Private Industry Salaries

While it is not often possible to compare positions in state government with private industry, we cannot ignore pay levels and trends in the private sector if we are to attract bright, capable people to state government service. Moreover, as much as possible, we should strive to meet the competitive salary and fringe benefit demands of private industry, particularly for the top managerial and leadership positions in the executive, judicial and legislative branches. If public revenues were compared to private corporate sales, the State of Missouri would exceed all but five Missouri based corporations

EXECUTIVE SALARIES

35% CUT IN PURCHASING POWER



and would rank in the top 100 of the Fortune 500. In addition Missouri employs in excess of 44,000 workers, excluding the universities.

Appendix I shows the disparity that exists with several key positions in state service and the counterpart position in private industry. The Commission heard testimony of several who noted striking pay differentials with private industry.²²

The recommendations made herein are designed to close only partially a gap that has ever widened in the past five years. A gap will clearly remain.

Salary Compression in Upper Level Merit System Positions

While the Commission is making no specific salary recommendations (with only a few exceptions) below the Division Director level, it did receive testimony and notes a significant problem with salaries of some merit system positions reaching or exceeding the salaries of Division Directors. The chart on page 12 demonstrates the problem dramatically. It is not a sound management situation to have subordinate employees making more than the agency head, or to be unable to progress upward due to the limit on the agency head salary. Since merit system employees represent only about 60% of state employees, no doubt the problem also exists in several non-merit system agencies. In fact, testimony of the state auditor indicates at least one of his deputies is paid more than he.²³

This compression in the classified service can only be relieved by raising the salaries of the Department Directors, Deputy Directors and the Division Directors.

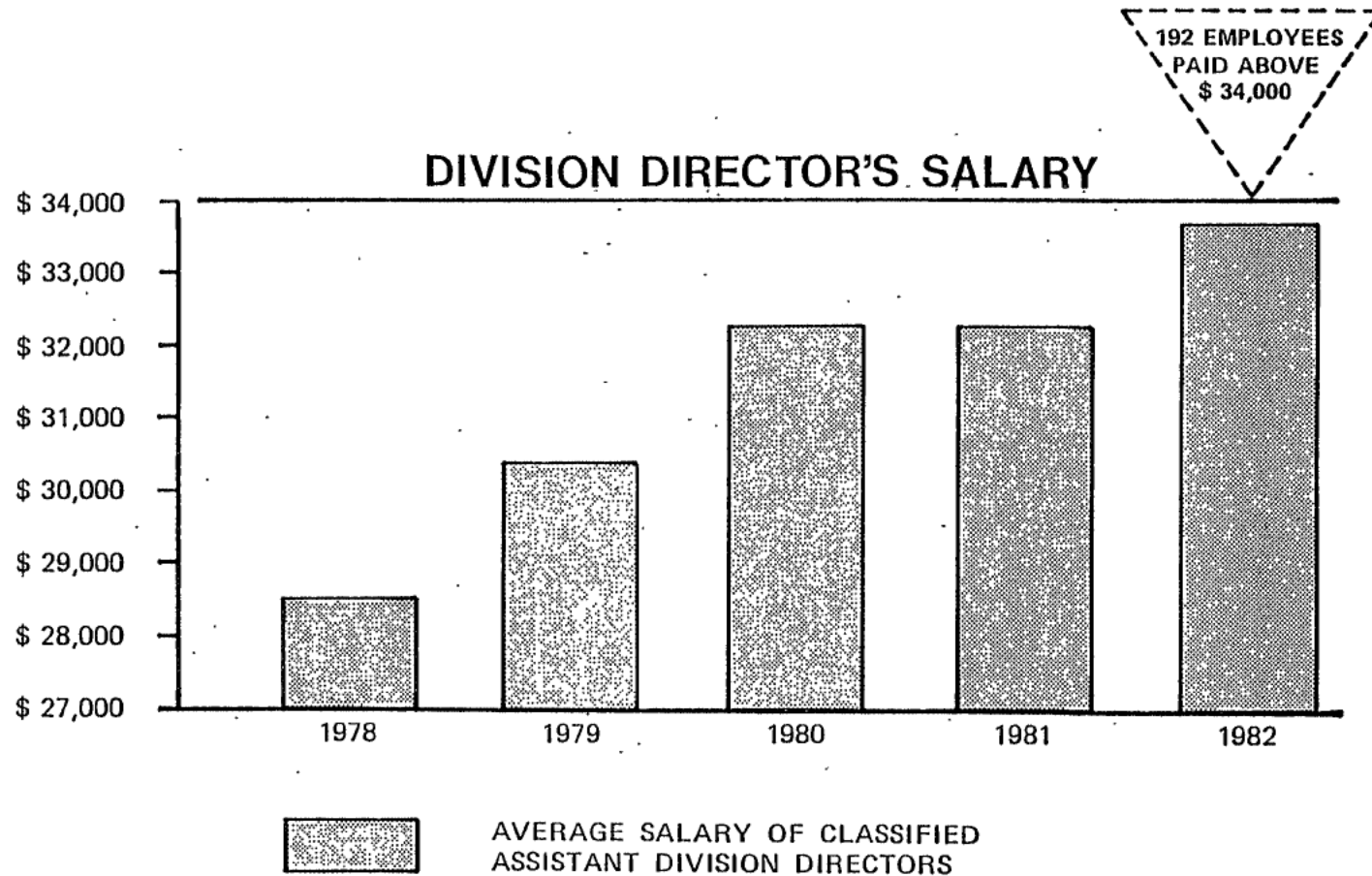
Appendix J shows the 49 classes of merit employees that need salary adjustments in order to allow those upper level career employees to be properly compensated, and relieve the compression. Inadequate salaries for the top positions invariably mean inadequate salaries all the way down the line of state employment.

Comparison With Other States

Mr. Mark Henley, President of the Missouri Pacific Corporation and CEO of the Mississippi River Transmission Company, who also testified before the 1976 Commission, told us "we are going to have to look at priorities. The first priority is going to have to be to get people who can get us out of this morass.²⁴ . . . there is no room in any of those jobs for underpaid incompetents."

But how can we attract the kind of people needed when Missouri falls significantly under the national average in compensation and below all but one of our bordering neighbors? State Treasurer Mel Carnahan distributed a chart - set out below - that compares 46 benchmark positions with the national average of those jobs, and the average in the states that border us. Missouri is 27.2% below the national average. While this chart includes several positions the Commission has not reviewed, it does indicate a significant problem - in general, Missouri is significantly below average in the compensation of many of its most important positions.

SALARY COMPRESSION



COMPARISON OF WEIGHTED AVERAGE SALARY OF 46 BENCHMARK POSITIONS**

(Chart prepared by Treasurer Mel Carnahan)

	<u>1982 Salary Avg.</u>	<u>Above/Below Missouri Avg.</u>	<u>Above/Below National Avg.</u>
Missouri	\$17,816	---	-27.2
National	24,465	+37.3	---

BORDERING STATES

Illinois	25,556	+43.4	+ 4.5
Arkansas	20,105	+12.8	-17.8
Iowa	24,497	+37.5	+ 0.1
Kansas	27,434	+54.0	+12.1
Kentucky	19,293	+ 8.3	-21.1
Nebraska	23,869	+34.0	- 2.5
Oklahoma	24,427	+37.1	- 0.2
Tennessee	17,194	- 3.5	-29.8

(Comparison of weighted average of 46 benchmark positions includes top management positions in state government, beginning with the governor, and including department and some division heads).

**Published in the 1983 Salary Survey of State Governments Tabular Extract; Hay Associates, Public Sector Group, Chicago.

If one examines the chart in Appendix K, also taken from the Hay Salary Survey, examining several key positions, Missouri is below average in 32 of 38 positions. Of those 32 positions, most range from 10% to 30% below their counterparts in other states.

The Commission reiterates its position that there is a need for quality management in state government at all times, but particularly in times of slowed growth, budget reductions and retrenchment. Comparable salaries - yes, even attractive salaries - must be offered to attract and retain the quality we need.

The Need for Ongoing Salary Review

The Commission heard time after time from virtually every witness that the only sure way to handle yearly review in statutory salaries would be a system--through legislation--to trigger annual adjustments in the salary. The reason this Commission was created results from inadequate attention to statutory salaries on an annual basis. If judges, legislators, statewide elected officials, department directors, juvenile officers, court reporters, circuit clerks and the other statutory positions had received yearly adjustments comparable to what other state employees received, then the work of this Commission would have been far easier.

The common practice in the business world is to review salaries at least every year, particularly for the executive level positions. That must also be done in government. That is what this commission is doing.

But once again we face the "catch-up" problem the 1976 Commission faced. A 30% or 40% or even 50% recommendation at first glance seems large. It is not, however, when noting that the average state employee received a 39% raise since 1978 and the cost of living increased 50%, while many of the positions on which we make recommendations have had little or no raise since 1978 or 1979.

The Commission will recommend that all statutory salaries be tied to a system that allows - but does not require - the legislature to provide monies for yearly increases equal to but not exceeding those increases granted other state employees, even though we recognize that there may be constitutional problems which may have to be resolved in the courts.

Need for Thorough Review of State Personnel Policies

In performing its duties the Commission noted that there is no single office or agency that has complete responsibility to review state personnel policies and practices, pay plans, compilation of recruitment and retention statistics, or the power to make recommendations in this area.²⁶ While the Division of Personnel has responsibility for the merit or classified service, this covers only about 60% of state employees. Some agencies have their own personnel systems and may have no coordination with the Division of Personnel for interpretation of personnel practices and policies. This is not to suggest that all employees or departments should be part of the merit system. But it seems highly advisable to have an office that is familiar with all of the variety of personnel policies, practices and pay plans that seem to proliferate. It also seems advisable that there be some consistency in job titles, qualifications and pay, whether within or without the merit system.

The Commission heard testimony from Attorney General Ashcroft that many of ²⁷his staff had left for much better paying jobs in other state agencies. It is the apparent lack of a coordinated personnel system that leads to such interagency job hopping. This seems inefficient and wasteful of talent.

The Commission is not suggesting any interference with the selection of staff by elected officials, but it does seem that those officials and state government would be far better served if there was a thorough study of all professional level state positions and the pay for those positions.

III. GENERAL RECOMMENDATIONS

Permanent Salary Review Commission

This Commission echoes the views of the 1976 Compensation Commission in calling for a permanent salary review Commission. In these times of economic uncertainty it is important that salary adjustments be made periodically

in order to keep salaries current. In private enterprise salaries are reviewed on an annual or even semi-annual basis as a matter of course for this reason.

Such a Commission could also save the Legislature considerable time in considering pay increase legislation. Each year several dozen pay bills are introduced for the statutory positions.

We recommend that such a commission, similarly constituted to this one, be established. The commission should have authority to recommend salary adjustments on a yearly basis for the offices considered by it. The recommendations should be made by the first of December each year.

A commission should have a staff to deal more adequately with all statutory salaries and upper level management positions in all agencies of state government.

The establishment of such a commission would serve several purposes. First, it would keep salaries current. The present method of setting salaries is too cumbersome to do this, as evidenced by the 2-8 year gap existing since the last pay raise for many officials. Second, it is highly desirable that the responsibility to recommend salaries be shared by someone other than those who benefit from any increases. Many citizens feel that there is an inherent conflict of interest in the Legislature setting its own salary, even though the raise does not take effect in the term during which it was passed. Because of such sentiment, it has been suggested that our Legislature has overreacted, refusing to adjust their own and other salaries for too long. The commission we propose would be a neutral body that would be empowered to study and recommend salary levels with only one objective in mind, the best interest of the state of Missouri. An on-going commission with the authority we suggest is the best vehicle for doing this.

A significant number of other states now have such commissions and it is time for Missouri to create one.

Therefore, we recommend a salary commission as follows:

- (1) Composed of nine members with staggered terms;
- (2) Appointment in the manner in which the present commission was appointed;
- (3) Power to recommend salaries for the state's elected and appointed officials in all three branches of government whose salaries are set by statute, and upper level management;
- (4) Directed to compile annual compensation statistics and comparisons with other states, the private sector and Missouri localities for report to the Governor and General Assembly.

Continued Review of Problem Areas

A continued review of certain positions seems necessary based on testimony before the Commission. It is certain that there are other areas that need review about which the Commission did not hear testimony. Mr. Ed Godar, Director of the Division of Personnel and a long time employee of the

Division pointed out the following problems in the Classified Service:

1. The general low pay levels with relation to private industry and other governments of most state positions;
2. Inadequate merit increase funding - many employees are still at the first step on the scale even after several years, because of lack of funds;
3. Salary compression - upper level career employees reaching or exceeding the statutory ceiling of their supervisors.²⁸

We know from testimony that several law enforcement positions - probation and parole officers, the water patrol, and others - are clearly underfunded as a group. Testimony was given that pay for many professionals²⁹ is inadequate and needs further attention.

It is important that the state obtain good workers at all levels--from the lowest paid to the highest paid positions. However, it is particularly important that the professionals, the middle and upper managers and the highly skilled, be competitively paid. They determine just how well state government works on an ongoing day to day basis. It is our general impression that many of these employees are not competitively paid. We do not want to attract those who see the state as the employer of last resort. [See Appendix F for comparisons of some positions with private industry and Appendix O for comparison with other governments].

Whether the permanent salary review commission recommended above, or the Personnel Advisory Commission or some other special group be given the function of this review is not important. It is important, however, that someone undertake this vital effort.

Review and Analysis of Fringe Benefits

At best the fringe benefit package for many state officials and classes of state employees is uncoordinated. At worst fringe benefits are inadequate, particularly for many of the statutory salaried positions and for the key Department and Division Directors. The fringe benefit package for many private employees, particularly executives, may be as much as 50% of salary. Missouri state benefits at most will average about 20% for executive employees.³⁰

The benefit package for the Highway Patrol is inadequate and non-competitive with many other local Missouri police agencies.

There are several fringe benefit packages covering state employees, and there is a different plan for executive elected positions, the judiciary and the legislature. If the Commission were convinced these various plans were the product of well thought out and rational design it would feel far more secure. What appears to be the case, however, is a series of plans that are not coordinated.

A much more thorough review is needed than this commission can give. Where appropriate (primarily regarding the Patrol), the Commission has made a few specific recommendations. In general, however, we have not. Our strong suggestion is that all benefits be reviewed, particularly those regarding health insurance and retirement.

Continued Coordination of Policies Affecting State Law Enforcement Agencies

With a few exceptions (notably conservation agents and probation and parole officers) most state level law enforcement agencies are under the Department of Public Safety. The Commission noted the disparity of treatment in pay, personnel practices, training, and career advancement of the agencies from which we heard testimony: The Missouri State Highway Patrol, The Water Patrol, the State Fire Marshall, Liquor Control. Some are merit employees, some are not. Some get overtime, some do not. Some are supplied cars for their work, some are not. Some are paid much more than others. The Commission believes that further efforts should be undertaken to look at all areas of inequities, not just those in the compensation arena.

The Problem of Statutory Salaries

There is value in limiting the number of statutory salary positions, and in allowing those branches or officials charged with certain responsibilities - notably the Governor and the Judiciary - to set the salary levels necessary to adjust to market conditions. We recommend that the Permanent Salary Review Commission be charged with reviewing all state paid statutory salaries and recommending to the Legislature which, if any, of those salaries might be made non-statutory.

Adequate Support for the Missouri State Highway Patrol

While more will be said later regarding the Missouri State Highway Patrol, it is important to state that the Commission heard disturbing testimony. Testimony was given that morale is low, that turnover has increased, that promotions were being refused due to inadequate pay and rank differential.

The Missouri State Highway Patrol is the premier law enforcement agency within the state. It should be kept comparable in pay and fringe benefits with the major metropolitan police agencies in the state, with other patrol agencies nationally, and the salary reviewed and adjusted annually. The Patrol is highly respected in this state. The officers are proud to be patrolmen even though they often work under adverse conditions. They are our primary ambassadors of the road to tourists and others passing through Missouri. They have an enviable tradition of relatively scandal free operations. Let us preserve this outstanding agency by adequate support.

IV. SPECIFIC RECOMMENDATION

Set out below are the specific salary recommendations made by the Commission. The proposals are shown by branch, beginning with the Executive. A summary chart is shown at the beginning of each section and a more extensive discussion follows, which explains the rationale for the recommended salary for the position.

After the specific salaries are shown for each branch, another problem area is addressed - that of annual adjustments to salaries, and a proposal to insure a system of annual adjustments for all positions, including constitutionally elected positions.

Executive Branch

Elected Officials

Summary Table

<u>Title</u>	<u>Current Salary</u>	<u>Date of Last Increase</u>	<u>Proposed Salary</u>	<u>Effective Date of Proposed Salary</u>
Governor	\$55,000	1/81	\$80,000	1/85
Lt. Governor	30,000	1/81	45,000	1/85
Secretary of State	42,500	1/81	60,000	1/85
Auditor	42,500	1/79	60,000	1/87*
Treasurer	42,500	1/81	60,000	1/85
Attorney General	45,000	1/81	65,000	1/85

(*This salary would not be effective until 1987. The Commission believes the salary should be equal to that of the Treasurer and Secretary of State-- whatever those salaries are in 1987.)

If the Governor had been granted his current salary of \$55,000 in 1978 as recommended by the 1976 Commission and if he had merely been given the same raises given other state employees he would now be making \$66,145. If that same salary had kept pace with inflation he would now be making \$81,153. The President of the University of Missouri makes \$80,000 per year. The Director of the UMC Hospitals and Clinics and the Dean of the UMC Medical School each make \$85,000. The average Chief Executive in private industries of similar budget of \$4.4 billion makes \$322,000 (see Appendix M for comparison). While we cannot equal that salary or even the salaries of some other state paid positions, the Commission believes that the Governor should be paid the highest of any state official. He is the chief executive officer, managing one of the largest budgets in the state, daily making decisions affecting the lives of Missouri citizens.

Appendix M graphically portrays the salary history and comparison with other states of the salaries of the top six elected officials.

Regarding the other five offices, the commission recognizes that the responsibilities for each vary. The Attorney General is the only official who is required to be a lawyer and as such the salary differential between his and the other positions is maintained. We believe the Attorney General, responsible for administering the complex legal affairs of the state, should be paid more than a circuit judge but probably less than the appellate judges. Consequently his salary is recommended at \$65,000. This is considerably less than a lawyer in private practice would be making with similar experience and responsibilities, but we believe it is a reasonable salary.

For three of the elected offices the Commission recommends -- as did the 1976 Commission -- that those salaries remain equal to each other. We recommend a salary of \$60,000 for the Secretary of State, Treasurer and Auditor. This figure is a little higher than the salary would now be if it had been effective as of the date of the 1976 Commission report and had received the same raises as other state employees. But we note that it will be at least two more years before it can become effective.

Finally, while there are those who would abolish or restructure the office of Lieutenant Governor, the Commission believes there are substantial responsibilities associated with the office, and therefore it should be adequately compensated. We recommend a salary of \$45,000.

Department and Division Directors
Boards & Commissions
Summary Table

<u>Title</u>	<u>Current Salary</u>	<u>Date of Last Increase</u>	<u>Proposed Salary</u>	<u>Effective Date of Proposed Salary</u>
DEPARTMENT & DIVISION DIRECTORS				
1. Office of Administration	\$40,000	1/1/78	\$65,000	10/83
a. Deputy	37,000	7/1/78 <u>up to</u>	58,500	10/83
b. Division Directors	34,000	7/1/78 <u>up to</u>	55,250	10/83
2. Revenue	40,000	1/1/78	65,000	10/83
a. Deputy	37,000	1/1/78 <u>up to</u>	58,500	10/83
b. Division Directors	34,000	varies <u>up to</u>	55,250	10/83
3. Highways & Transportation	48,816	7/1/82 <u>at least</u>	65,000	10/83
a. Deputies	varies	varies <u>up to</u>	58,500	10/83
b. Division Directors	varies	varies <u>up to</u>	55,250	10/83
4. Mental Health	68,124	7/1/82 <u>at least</u>	80,000	10/83
a. Deputies	varies	varies <u>up to</u>	90% of Director's Salary	10/83

<u>Title</u>	<u>Current Salary</u>	<u>Date of Last Increase</u>	<u>Proposed Salary</u>	<u>Effective Date of Proposed Salary</u>
b. Division Directors	varies	varies <u>up to</u>	85% of Director's Salary	10/83
5. Elementary & Secondary Education	55,500	7/1/82 <u>at least</u>	60,000	10/83
a. Deputy	45,108	7/1/82 <u>up to</u>	54,000	10/83
b. Assistant Directors	varies	7/1/82 <u>up to</u>	51,000	10/83
6. Corrections & Human Resources	40,000	---	57,500	10/83
a. Division Directors	34,000	--- <u>up to</u>	48,875	10/83
7. Conservation	52,000	7/1/82 <u>at least</u>	57,500	10/83
a. Deputies	varies	7/1/82 <u>up to</u>	90% of Director's Salary	10/83
b. Division Directors	varies	7/1/82 <u>up to</u>	85% of Director's Salary	10/83
8. Social Services	40,000	1/1/78	60,000	10/83
a. Deputy	37,000	7/1/80 <u>up to</u>	54,000	10/83
b. Division Directors	34,000	7/1/80 <u>up to</u>	51,000	10/83
9. Agriculture	40,000	1/1/78	57,500	10/83
a. Deputy	37,000	7/1/82 <u>up to</u>	51,750	10/83
b. Division Directors	varies	varies <u>up to</u>	48,875	10/83
10. Consumer Affairs, Regulation and Licensing	40,000	1/1/78	57,500	10/83
a. Deputy	36,000	1981 <u>up to</u>	51,750	10/83

<u>Title</u>	<u>Current Salary</u>	<u>Date of Last Increase</u>	<u>Proposed Salary</u>	<u>Effective Date of Proposed Salary</u>
b. Division Directors	varies	varies <u>up to</u>	48,875	10/83
11. Higher Education	40,000	1/1/78	57,500	10/83
a. Deputy	39,775	1982 <u>up to</u>	51,750	10/83
b. Division Directors	varies	varies <u>up to</u>	48,875	10/83
12. Labor and Industrial Relations	40,000	1/1/78	57,500	10/83
a. Division Directors	varies	varies <u>up to</u>	48,875	10/83
13. Natural Resources	40,000	1/1/78	57,500	10/83
a. Deputy	37,000	7/1/80 <u>up to</u>	51,750	10/83
b. Division Directors	34,000	7/1/80 <u>up to</u>	48,875	10/83
14. Public Safety	40,000	1/1/78	57,500	10/83
a. Deputy	31,200	1981 <u>up to</u>	51,750	10/83
b. Division Directors (excepting head of MSHP)	varies	varies <u>up to</u>	48,875	10/83

BOARDS & COMMISSIONS

1. Public Service Commission (5)	40,000	8/80	57,500	10/83
2. Administrative Hearing Commission (3)	38,000	8/80	56,000	10/83
3. State Tax Commission (3)	34,000	8/81	57,500	10/83
4. Labor and Industrial Relations Commission (3)	40,000	7/78	57,500	10/83

<u>Title</u>	<u>Current Salary</u>	<u>Date of Last Increase</u>	<u>Proposed Salary</u>	<u>Effective Date of Proposed Salary</u>
a. Administrative Law Judges	39,800-41,000	7/81	56,000	10/83
b. Legal Advisors	35,000	7/81	47,500	10/83
c. General Counsel	36,800	7/81	50,000	10/83
5. Probation and Parole				
a. Chairman	34,000	7/80	48,000	10/83
b. Members	31,500	7/80	45,000	10/83
c. Officers (starting)	12,972	8/82 <u>at least</u>	17,000	

Appendix N sets out in detail the salaries for Boards, Commissions and Department and Division Directors. They are compared to their counterparts in other states, local government and, where appropriate, private industry.

It was not possible to consider thoroughly all positions in all departments. However, the Commission notes that several of the Department Directors and their key assistants have been locked into a \$40,000, \$37,000 or \$34,000 salary level since 1978. The Department Directors and their Division Directors are the key upper level managers in the Executive Branch. They are responsible for administration of the bulk of the state's \$4 billion budget and supervise 90% of the state employees. The chart below graphically portrays the salaries, employees and budgets of the 14 key departments in FY'78 and in FY'83. The increase in financial responsibility alone is staggering: Top leaders are vital in each of these positions.

List of Department Directors' Salaries, Number of Employees, and Annual Budget

<u>Department</u>	<u>Salary</u>		<u>No. Employees</u>		<u>Budget</u>	
	<u>FY'78</u>	<u>FY'83</u>	<u>FY'78</u>	<u>FY'83</u>	<u>FY'78</u>	<u>FY'83</u>
Office of Administration	40,000	40,000	410	608	110,269,123	237,495,083
Agriculture	40,000	40,000	427	415	\$ 8,643,150	\$ 13,648,212
Conservation		52,000	1,323	1,374	21,729,738	35,808,661
Consumer Affairs Regulation and Licensing	40,000	40,000	707	823	16,408,594	53,024,358

<u>Department</u>	<u>Salary</u>		<u>No. Employees</u>		<u>Budget</u>	
	<u>FY'78</u>	<u>FY'83</u>	<u>FY'78</u>	<u>FY'83</u>	<u>FY'78</u>	<u>FY'83</u>
Corrections	* N/A	40,000	1,421	2,588	30,818,869	61,666,043
Elementary and Secondary Education		55,500	1,783	1,931	668,990,648	1,029,761,976
Higher Education	40,000	40,000	83.5	102	11,891,417	60,636,670
Highways and Transportation**		48,816	7,103	6,172	\$383,078,475	\$ 452,479,065
Labor	40,000	40,000	3,162	2,738	79,564,143	65,782,444
Mental Health		68,124	11,277	10,864	151,338,609	241,499,069
Natural Resources	40,000	40,000	774	1,085	32,269,087	47,626,277
Public Safety	40,000	40,000	2,143	2,435	76,755,810	71,813,025
Revenue	40,000	40,000	1,620	1,596	181,813,216	266,141,516
Social Services	40,000	40,000	10,308 *** (8,220)	8,200 *** (656,838,431)	696,562,191	1,014,317,341

* Division status in 1978.

** Two separate departments in 1978.

*** Division of Veterans Affairs and Division of Probation and Parole have since transferred to Department of Public Safety. Division of Corrections is now a department. These figures indicate how DOSS compares in 1978 excluding these divisions.

Sources: FY'78 Expenditures from FY 1980 Executive Budget
FY'83 Appropriation Bills (Truly Agreed and Finally Passed with Vetoes)

Department Directors

Missouri salaries for virtually all of these positions are far below the national average.³¹ A recent survey of executive positions by the Council of State Government found Missouri fifteenth in population and 30th in compensation.³² In the region formed by Missouri and four of its principal neighbors, Missouri paid the lowest salary in 20 of 33 positions. It ranked highest in none of the 33 positions.³³ The average salary paid similar executives in Kansas City is \$55,270; in St. Louis it is \$43,716,³⁴ and it must be remembered that until just two years ago St. Louis had a \$25,000 lid on salaries.

Missouri, of course, is not even close to competitive levels when compared to corporate salaries. Similar salaries in private industry range from 25 to 100% higher than the comparable state position.

The Commission believes one of the positions is very difficult to evaluate for salary and that is why the final decision is best left to the Mental Health Commission. That is the position of Director of the Department of Mental Health. However, the Commission believes the job should pay at least \$80,000. The Department is one of the largest and most complex and it takes a highly talented professional to run it. When big city and even small town hospital administrators make \$80,000 or more, then the state should pay a similar salary to its top administrator in that area. Even more may be necessary.

For the Office of Administration and the Department of Revenue we recommend a salary of \$65,000. The jobs are vital anytime, but are particularly important in these times of tightened budgets and retrenchment. We believe the handling of state revenues and fiscal resources can be enhanced and improved by paying a little more to the top management in these two agencies.

We also recommend \$65,000 for the Director of Highways and Transportation. There has been an outstanding administrator in that position for a number of years. He could not be replaced at his current salary. We do not propose to tell the Highway Commission what to do in setting salary, but with roads, highways and bridge replacement becoming a bigger factor in the coming years, we believe this Department should also be compensated more highly.

For the Director of Social Service and the Commissioner of Elementary and Secondary Education we propose salaries of \$60,000. These are the largest budget departments in the state, totaling over \$2 billion. They have an enormous impact on the citizens of Missouri, serving the educational and social service needs. Again the Commission is not attempting to usurp the role of the State Board of Education in suggesting a salary for the Commissioner. It also notes that this position has often received raises since 1978, which helped to keep pace with inflation, so the raise to \$60,000 represents less than a 9% increase. Nonetheless, we believe a \$60,000 salary is the least that should be paid.

For the remaining Directors our recommendation is \$57,500. This is not to suggest a lesser importance for any of those positions than the ones singled out above; rather for those slots we note particular market consideration, size of budgets and employees, and the pivotal role in revenue collection and budget management.

Deputy Directors and Division Directors

Regarding Deputy Department Directors and Division Directors, the Commission observes that these salaries have not technically been set by statute, but are set by policy. It is the Commission's belief that a deputy should be paid up to 90% of a Director's salary and a Division Director up to 85% of Director's salary. That is not to say that all should be increased to that level at once or that all should reach that level. It is a guide. Some division directors in some departments ought to go immediately to the top

salary. The decision on what specific amount should be paid must rest with the Director of the individual department.

Appendix O, drawn from the Council of State Governments shows that some of the positions are not as underpaid as others but all are in need of salary improvement.

Boards & Commissions

For the Boards and Commissions the Commission experienced greater difficulty in comparing some of these positions to positions in other states, the federal government and the private sector.

The Commission recommends that the same relative relationship of salaries be maintained, with minor modification. The Administrative Hearing Commission has seen its workload increase steadily in the past several years and the Commissioners must be licensed attorneys. The same applies to the Administrative Law Judges in the Department of Labor and Industrial Relations. The Commission has recommended the salaries of the two positions be equal at \$56,000, making them slightly higher than the salary recommended for the highest paid associate circuit judges in the judicial branch and just slightly less than 90% of a circuit judge's salary. This complies closely with legislation that has been suggested in the past and makes these positions quite competitive with the average federal salary for administrative law judges. These positions, while in the executive branch, are more akin to and comparable with positions in the judiciary. (For details on the workload of the administrative law judges in the Department of Labor and Industrial Relations, see Appendix P).

The Public Service Commission is an agency that makes decisions over incredibly complex and financially important issues affecting every Missouri citizen: rate requests from all public utilities. The enormity and complexity of the task has grown by leaps and bounds in the past few years. We want top quality people who will take the job and make the tough decisions. The Board exercises quasi-judicial, administrative and quasi-legislative functions. Its members are appointed to a six year term - to which few are reappointed - and they are required to live in Jefferson City. Moreover, compared to other states our Commissioners are paid \$6000-\$8000 less. We believe they should be paid as much as the lowest paid department director. None are required to be lawyers, although the members often sit in an adjudicatory type situation. The role of the Public Service Commission is demanding in today's volatile utility situation. For these reasons the Commission proposes a \$57,500 salary.

For the Labor and Industrial Relations Commission we propose a salary of \$57,500. Their duties are similar to the Public Service Commissioners and we have set the salary at the same amount.

It is not easy to compare the State Tax Commission in Missouri to other states. Here it is assigned much more varied responsibilities: annual assessments on property of railroads and public utilities, acting as tax appeal board, supervising the assessment practices of 115 county assessing offices,

and other duties. The state that comes closest to Missouri in comparison is Oklahoma where the salaries are \$53,000 for the chairman and \$52,000 for members. With the requirement of statewide reassessment, the work of this commission has grown dramatically in importance; we propose a salary of \$57,500.

For the Board of Probation and Parole we propose a salary of \$45,000. For the Chair of the Board we propose \$48,000. These are highly responsible positions dealing daily with the issue of when a felon should be returned to the community, and supervising an enormous case load of probationers. The raises proposed are, on a percentage basis, similar to those proposed for most other positions and will move Missouri into a more comparable position nationally.

The Commission does note again the disturbing testimony it received regarding low pay and turnover for Probation and Parole officers. We recommend the starting salary be increased to at least \$17,000. However, we recognize that a more exhaustive analysis may be necessary by the Division of Personnel and strongly suggest it be undertaken.

Law Enforcement Agencies

The Commission spent considerable time discussing the law enforcement agencies of the state and the major metropolitan areas. After careful reflection the Commission decided to make no recommendation regarding law enforcement salaries in St. Louis or Kansas City. There are several reasons for so doing. While we received detailed information from both St. Louis and Kansas City regarding pay, fringe benefits, comparison with other cities in Missouri and other states, we received no proposals from either city. We are aware that St. Louis was proceeding to make proposals to the appropriate agencies for review. We never received final reports from the Board of Police Commissioners. The Chief of Police and Chairman of the Police Board in Kansas City appeared before us and testified that they were not asking for a change in the current pay structure.

We heard testimony from all of the agencies affected and received voluminous input from the Department of Public Safety with recommendations regarding pay and fringe benefits. From the testimony it became apparent that significant changes in this area were needed.

Missouri State Highway Patrol

The Missouri State Highway Patrol has the primary responsibility for 104,000 miles of roadway in Missouri, plus primary or secondary responsibility for another 1000 miles of roads in urban areas. The responsibility includes the enforcement of traffic laws, licensing laws, investigating and reporting traffic accidents, aiding the traveling public and promoting safety on the roadways.

Additionally the patrol maintains a statewide communications network to aid all law enforcement agencies, maintains a computer system that assists several other agencies of the state and assists other law enforcement agencies in covert and overt investigations. These off-highway duties and responsi-

bilities have increased in recent years; at some point the Legislature may wish to consider a higher proportion of funding from general revenue funds.

Information supplied to the Commission indicates that while the quality of applicants has been fairly consistent in the past few years, during the current selection process the quality seems to have dropped measurably. Many applicants are "job hunters" rather than career oriented toward law enforcement, and many desirable applicants withdrew because they could not afford to relocate at the low starting salary. Many good applicants are being lost to other Missouri law enforcement agencies and to the private sector. They find the pay higher, fringe benefits greater, and the likelihood of being required to periodically relocate their homes and families reduced -- none of which employment with the patrol offers.

Appendix H compares the patrol with several other Missouri Police agencies. A close analysis shows the patrol lower than several in starting salary and very non-competitive in many fringe benefits. A detailed comparison of fringe benefits with the metropolitan area can be found in Appendix L.

However, not only is the entry salary low, but the 35 year longevity structure -- the longest of any agency surveyed -- means promotions are slow and increases in salary few and far between. Turnover has increased and virtually every resignation cites financial reasons. Troopers with 2-10 years experience are applying to other Missouri Police agencies because they will move up the salary schedule much faster. A low entry salary, an extended longevity period, insufficient spread between the ranks, no secondary employment, no overtime compensation, no shift differentials, no educational incentives; all lead to a growing decline in morale. The resignation rate for 1981 and 1982 was 4.2% and 1.7%. This is higher than Arkansas (1.0%), Illinois (.5%), Indiana (1-1.5%) and Nebraska (1.7%). Only Kansas came close at .3.0%.

The Commission strongly believes there are two major problems with the current salary plan of the patrol:

1. The 35 year longevity schedule. With an increase every 5 years there is very little monetary incentive.
2. There is a significant overlap in pay for the various ranks. This is contrary to all good police personnel administration which calls for a 5-15% rank differential. There are several patrolmen who make more than their corporal or sergeant supervisors! This results in a situation where there is no incentive to accept promotions because the increase in pay is relatively small.

The chart below shows the minimum and maximum pay for each position under the current plan and under the plan proposed by the Commission.

<u>Rank</u>	<u>Current Plan</u>				<u>Commission Plan</u>			
	<u>Min.</u>	<u>Max.</u>	<u>Years</u>	<u>Steps</u>	<u>Min.</u>	<u>Max.</u>	<u>Years</u>	<u>Steps</u>
Patrolman	\$16,692	\$28,297	35	8	\$17,856	\$27,696	12	10
Corporal	18,000	29,398	35	8	29,076	30,528		2
Sergeant	18,972	31,051	35	8	33,660	35,340		2
Lieutenant	17,956	32,724	35	8	38,964	38,964		1
Captain	20,940	34,396	35	8	42,960	42,960		1
Major	21,912	36,049	35	8	45,108	45,108		1
Lt. Colonel	22,884	37,701	35	8	47,364	47,364		1
Colonel	25,164	41,577	35	8	49,728	49,728		1

Set out below are the same ranks under the current plan with the actual salary ranges and the number of people in each range. This chart shows that (1) no one will be adversely affected by the Commission's proposal and (2) there is in fact pay overlap in the ranks in the patrol. The Commission's plan removes the overlap and allows every position to receive pay raises appropriate to bring the patrol in line with other law enforcement agencies and with inflation of the past few years.

Current Personnel & Pay Distribution

<u>Rank</u>	<u>Number</u>	<u>High Salary Actual</u>	<u>Low Salary Actual</u>	<u>Proposed Commission Salary</u>
Colonel	1	\$36,888	---	\$ 49,728
Lt. Colonel	1	35,584	---	47,364
Major	5	34,029	\$29,990	45,108
Captain	20	32,474	26,707	42,960
Lieutenant	37	30,900	23,604	38,964
Sergeant	207	29,325	22,423	33,660-35,340
Corporal	132	26,142	17,740	29,076-30,528
Patrolman 1st	319	23,606	17,028	17,856-27,696
Patrolman (entry)	68	20,090	17,028	
Patrolman				
(Probationary)	44	16,692	16,692	

Fringe Benefits

This is one instance where the Commission believes it should make specific recommendations in the fringe benefit area. Our recommendations do not necessarily comply with those of the patrol or the Department of Public Safety. They were quite candid; their key concern was improved salaries. Fringe benefit inadequacies could be overlooked if salaries were increased. The Commission noted problems and wished to respond to them.

Retirement Benefits - it appears that the current Missouri State Highway Patrol System is adequate and comparable to other agencies.

Health Insurance - the Patrol requires its members to contribute from \$83.65 a month to \$100.65 a month, depending on the coverage for the family plan. In comparison to other law enforcement agencies, this appears to be extreme. Both Kansas City and St. Louis require their employees to contribute \$10 a month for family coverage. It would appear to be appropriate if the state picked up a larger portion of the cost of family coverage.

Life Insurance - the Patrol has a program that increases coverage from \$1,000 to \$5,000 between six (6) months and five (5) years. This is inadequate in comparison to the other law enforcement agencies. Life insurance coverage should not depend upon a member's tenure.

Overtime - the Patrol does not formally credit its members for any time spent working more than required hours. This policy is contrary to one of the basic rules in compensation: either by time off or pay, compensate an employee for that time spent above normal work hours per week. The Patrol should develop a formal overtime plan rather than the informal plan currently used.

Uniform Allowance - the Patrol recommends that the allowance be increased \$30/quarter from \$120/quarter to \$150/quarter. The Patrol does require its employees to purchase and maintain all uniform items. The proposed \$600/year does not appear to be a significant enough amount to cover the cost to the employee. The amount should probably be increased or the Patrol should begin furnishing uniforms like St. Louis, St. Louis County and Kansas City.

Educational Incentive - the Patrol does not have an educational incentive program. The basic purpose behind such a system is to reward those members who further their education and, therefore, increase the overall educational level of the agency. All of the three metropolitan agencies do have such a system. The same benefits should be allowed Missouri State Highway Patrol employees. We do not agree with testimony suggesting that educational institutions or programs are not available for patrolmen located in rural areas.

Other Agencies Within Public Safety

Missouri has 51 persons in the Water Patrol Service. It is their job to provide water safety and law enforcement on the lakes and rivers of the state. They inspect boats and approve all the buoys and navigation markers.

They also make arrests for crimes committed on or in the water. They receive the same training as a highway patrolman. Almost half of the officers have college degrees. The turnover rate is 11%.

Yet they are among the lowest paid law enforcement officers with a starting salary of \$13,788, with a maximum of \$17,736. The salary should be more comparable to the Highway Patrol. Fringe benefits differ from the Patrol's. The proposal of the Department is that the starting salary be increased to one step below a beginning Highway Patrolman, \$17,004. We concur with that proposal. See Appendix X for a detailed comparison of the proposed plan for the agencies within the Department of Public Safety.

The Missouri State Fire Marshal agency starts officers at \$13,800 per year with a top of \$17,028. This is lower than the Highway Patrol, lower than most other agencies in surrounding states and lower than the St. Louis and Kansas City Arson Squads. Private industry pays \$4500-\$9300 higher on the average. With power of arrest in arson and bomb cases, and the need for investigative police training similar to the Highway Patrol, the Department of Public Safety recommends a starting salary of \$18,744, one step higher than a beginning Highway Patrolman. We concur.

The Division of Liquor Control is responsible for licensing, routine inspections, investigations of liquor law violations, assistance to other law enforcement agencies and certain administrative duties. Starting salary is the lowest at \$12,000 per year, no outside employment is allowed and agents must use their own cars in their work. The position of agent does not have the power of arrest and thus the Department recommends a much lower starting salary than a beginning Patrolman, \$15,420. The position of Special Agent does have the power of arrest and has greater responsibilities, often working undercover in criminal investigation. The Department recommends a starting salary of \$17,004, one step below a starting Highway Patrolman. With both proposals we concur.

Appendix W has more detailed information on each of the above agencies.

The General Assembly

<u>Position</u>	<u>Legislature Summary Table</u>			
	<u>Current Salary</u>	<u>Date of Last Increase</u>	<u>Proposed Salary</u>	<u>Effective Date of Proposed Salary</u>
Legislator (House & Senate)	15,000	1/79	21,000	1/85
President Pro Tem of Senate	17,500	1/79	24,000	1/85
Speaker of the House	17,500	1/79	24,000	1/85
Majority Leader (House & Senate)	16,500	1/79	23,000	1/85
Minority Floor Leader (House & Senate)	16,500	1/79	23,000	1/85
SPEAKER PRO TEM OF THE HOUSE	16,500	1/79	23,000	1/85

<u>Current</u>	<u>Proposed</u>	<u>Effective Date</u>
Per Diem Allowance \$35 day	\$50 day	10/83

The legislative activities of state government may be the most important. There are over 1200 bills introduced each year and the number is growing. Some 120-150 of these are enacted into law. These laws affect health, welfare, justice, business, education, environment and quality of life. In short, every facet of our daily existence is affected.

We must have competent, capable and dedicated public servants in the General Assembly. The levels of compensation must be sufficient to not discourage the majority of our citizens - no matter what the occupation - from seeking the office due to financial considerations or sacrifice.

Senator Dirck testified that "If the people of the state were to want to turn the General Assembly . . . over to the select, the wealthy, . . . to the retired, then I guess that you could just lock all the salaries in at somewhere around a dollar a year. I don't think the people of the state want that nor do I think they deserve it."³⁵

We strongly agree with the Senator. The job is important. Even though the sessions may last less than half a year, the position, when properly performed, is really ^{more} than a part-time job. The 1976 Commission Report has an extensive discussion on PP. 13-18 showing reasons for legislative pay raises. Most of those reasons are still valid today. There has been only one pay raise since 1967, which was in 1979.

If Missouri legislators had received the same increases in pay since 1978 that they approved for other state employees, they would be making just over \$20,250. If their salaries had kept pace with inflation since 1978 they would be making \$22,133. The Commission recommends a salary of \$21,000 per year plus an increase in the per diem allowance from \$35 to \$50 per day. Slightly higher salaries are proposed for the leadership positions to maintain the current practice and to recognize the additional time demanded of these leaders.

The Commission believes the increase in per diem is necessary to keep up with inflation. Moreover, when compared to other states where the most common per diem falls in the \$44-60 range, Missouri's practice clearly seems low. It should be changed as quickly as possible. (Appendix Q compares legislative salaries with those in other states).

The Judicial BranchSummary Table

<u>Position</u>	<u>Current Salary</u>	<u>Date of Last Increase</u>	<u>Proposed Salary</u>	<u>Effective Date of Proposed Salary</u>
Chief Justice, Supreme Court	\$54,340	8/82	\$75,000	10/83
Supreme Court Judges	51,840	8/82	72,500	10/83
Court of Appeals	49,290	8/82	67,500	10/83
Circuit Court	46,740	8/82	62,500	10/83
Associate Circuit Court				
1st Class Counties	40,110	8/82	55,000	10/83
2nd Class Counties	37,050	8/82	52,500	10/83
3rd & 4th Class Counties	33,990	8/82	47,500	10/83
Court Reporters	23,790	8/82	30,000	10/83
Circuit Clerks				
St. Louis City	26,500	varies	31,500	10/83
1st Class Counties	25,000	varies	30,000	10/83
Cape Girardeau	24,500	varies	29,500	10/83
Jasper County	24,500	varies	29,500	10/83
2nd Class Counties	21,500	varies	25,500	10/83
Marion County (a)	21,000	varies	25,000	10/83
Marion County (b)	19,000	varies	24,000	10/83
3rd & 4th Class Counties	17,500	varies	20,500	10/83
Juvenile Officers	18,690	8/82	25,000	10/83
Public Defenders	varies	varies	*	10/83

*The Commission notes that the salary of these positions became non statutory in 1982 and believes this was a good development. Specific comments follow in the text below.

Judges

The Commission heard substantial testimony regarding judicial salaries. We were impressed with the support given the judiciary by practicing lawyers, the organized bars, business leaders, civic leaders and labor leaders. All were uniformly supportive of substantial improvement in judicial salaries. We also heard from two former judges who said they recently left the bench because of the salary level and the fact that they had gone four years without a raise.

Some compelling arguments have been made for improving judicial salaries. When the 1976 Commission recommendations were enacted in 1977-78 Missouri judges were moved to among the top five states in salary. We were one of the leaders. Now we are at best a poor follower. We rank between 32nd and 34th for most judicial salaries. Missouri has long been recognized as a leader in the judicial field. We developed the so-called "Missouri Plan" for the merit selection of judges which has been adopted in many other states. There seems no sound reason to maintain second or even third-rate judicial salaries. Judges have realized a 33% cut in the purchasing power of their 1978 salaries.

Appendix R contains information from the National Center for State Courts comparing Missouri judicial salaries with other states and Appendix S contains much of a report entitled "The Case for Missouri Judicial Salary Increase," prepared by a Coalition Committee on Judicial Compensation. We urge your reading of the report because it graphically illustrates the need for salary increases. A few points from the report, however, are worth noting here:

1. Missouri judges earn 46% of what an average law partner in this region earns and only 33% of what the most successful lawyers appearing in their courtrooms earn;
2. Top law school graduates - the group from which we should draw judges - earn \$30,000-34,000 per year to start in large law firms in St. Louis and Kansas City;
3. There have been significant resignations from the bench due to salary;
4. Fewer lawyers are applying for judgeships due to inadequate salary levels, and even fewer women and minority lawyers are applying;
5. Workloads have been increasing with no significant increase in pay [See Appendix T for workload charts];

In its report the Coalition says "it has an obligation to warn the General Assembly and the public, respectfully but unmistakably that the quality of justice in Missouri is becoming seriously undermined by the lack of adequate compensation for our judges." We agree.

Since the last Commission report, there has been a restructuring of the judicial branch by constitutional amendment. All judges are paid by the state (excepting municipal judges) and the old probate, magistrate, probate ex-officio magistrate, and Court of Criminal Corrections positions have been abolished. The system now provides only for Supreme Court, Court of Appeals, Circuit Court and Associate Circuit Court judges. At least one Associate Circuit Judge is constitutionally mandated in each county. However, the 1979 judicial restructuring allows greater use of associate circuit judges by the presiding judge of the Circuit Court, and the associate judges are required to accept transfers to other counties when workloads demand. Circuit judges also accept transfer to other circuits when needed to accommodate caseload inequities or to replace judges who may have been disqualified.

While the Commission was initially concerned about the caseloads and workloads of some associate circuit judges, testimony presented by the Associate Circuit Judges Association and the State Courts Administrator allayed several of those concerns (See Appendix U). It is perhaps true that a very few associate circuit judges have a light workload, but it seems clear that the new judicial article allowing more extensive use of associate judges by the circuit judges and transfer by the Supreme Court is working as planned. Many of the rural judges whose caseloads are lighter are being assigned to handle cases in St. Louis and Kansas City. The Supreme Court transfers these judges for either periods of time or for specific cases. For just the last six months of 1982 associate judges were assigned 138 man-weeks outside their own counties. Additionally, they were assigned 1667 Circuit Court cases. This alone represents about one year's work for two circuit judges.

This system, operational since 1979, has allowed Missouri to handle increasing caseloads without increases in judges. Better utilization of existing judges is being made. The Commission heard testimony from the Associate Circuit Judges that their pay should be equalized, in large part due to the fact that they have the same jurisdictions, do the same kinds of work, and the rural judges often sit for their colleagues in the urban counties, but for less pay. This testimony was impressive, but the Commission is not prepared to recommend a change from the existing practice of a three-tiered system of compensation, based on class of county. We believe the salaries we propose will attract quality lawyers to the bench. We also believe that the workloads of some associate judges are lighter than others and, in general, those workloads are lighter in the less populated counties of the state.

Court Reporters

Court Reporter salaries were set at \$22,500 in 1978 and there was no raise granted until August, 1982 when a 5.7% increase to \$23,790 was authorized. The Commission heard testimony that competent reporters in the freelance field are not interested in employment in the courts due to disparity in the income levels. We were informed that it has become more difficult to attract applicants and that vacancies are occurring more often. To be a court reporter today requires a level of comprehension of technical and medical terminology not previously required. Trials have become more complex and reporters must adapt to a more complex system. For these reasons, and considering what reporters would be receiving if given the same raises other state employees received between 1978-1982, we recommend a salary of \$30,000 per year.

The Commission also heard testimony that the page rate for transcripts, unchanged since 1971 at 70¢ per page, be increased to \$2.00 per page. The Commission was told that reporters had to work at night or weekends to prepare transcripts or pay a typist the full \$.70 for the transcript. The Commission sympathizes with the reporters in this situation but cannot accept the proposal of a \$2.00 page rate. In the interest of keeping access to the courts high and costs as low as possible -- while still being fair to the reporters, and in the interest of keeping costs down to the state -- it pays for roughly one third of all transcript pages and because we believe the technology is developing at such a phenomenal pace in word processing and sound recording, the Commission recommends an increase to \$1.00 in the page rate.

Circuit Clerks

Circuit clerks have had several additional duties placed on them since 1977. New legislation, notably the Adult Abuse Act, Victims of Crimes Compensation Act, Maintenance Support Payments Act and other acts have imposed more responsibilities and duties on the office. There has been little increase in pay for these positions in the past four years. We believe some adjustment is necessary and recommend the increases set forth in the chart on p. 32. The Commission notes that it followed the arrangement set forth in the statute which sets up the classes for differentials in compensation. We did not create those differentials, we only used them. Our procedure was to recommend a \$5000 increase for 1st class counties, \$4000 for second class counties and \$3000 for third and fourth class counties. We have been advised that there may be problems with increasing salaries during the term of office but we believe these may be overcome with properly drafted legislation.

Juvenile Officers

There are 44 juvenile officers. Each is hired by the local circuit court. Some are limited in the amount of salary they can receive to that authorized by statute; others may be compensated by local governments above the statutory salary. Currently the state pays \$18,690 to each of the 44 positions. The salaries of Deputy Juvenile officers are also set by statute but the money comes from the county, no state dollars are involved. Juvenile officers receive state fringe benefits but deputies do not; the benefits received vary from circuit to circuit and county to county. (Appendix V contains more detailed information on Juvenile Officers and Deputy Juvenile Officers).

These positions have enormous responsibilities and deal with a critical component of our justice system - juvenile offenders and the juvenile court. The Commission believes a pay increase to \$25,000 for Juvenile Officers is justified and required to obtain or keep the quality personnel needed as Juvenile Officers.

However, the Commission feels compelled to express some grave reservations about a system that appears to be rather uncoordinated and lacking a systematic personnel plan establishing criteria for hiring, training and career development among the various juvenile court workers. This may not be the case in the larger units in St. Louis and Kansas City, but it does seem to apply across the board when viewing all of these positions on a statewide basis. Basically, the juvenile court in each circuit is an autonomous entity for hiring and personnel practices with some money coming from the state (for

the Juvenile Officer) and some from the county (for his assistants). Control is vested in a circuit judge. We strongly urge a careful review of this system with thought to an integrated system supervised perhaps in the judicial department or some other agency.

The Commission doesn't believe it is in the position to say how the juvenile court/juvenile officer system should be structured. But it does believe that the compensation system that currently exists does not have a strong logical base.

Due to recent Missouri Supreme Court cases that might pass the cost on to the state, and due to the lack of time for thorough review, no recommendation is made for Deputy Juvenile Officers.

Public Defenders

The restructuring of the Public Defender system in 1982, which removed the statutory limitations on salary and the number of assistants allowed, was a wise and welcome change by the General Assembly. It points up that the fewer statutory salaries the better. The Public Defender Commission now has authority to set salaries and hire the assistants necessary to do the job.

It might seem that this Commission has no business making recommendations given the above situation. However, we wish to note that several public defender positions are not paid as much as their prosecutor counterparts. In those few instances where salaries are higher, the defender has multi-county jurisdiction and a higher salary seems justified. The chart below graphically portrays the disparity between prosecutors and defenders. The chart also shows the average salary paid assistants is low compared to other attorney positions in state government.

<u>County/City</u>	<u>Public Defender</u>	<u>Prosecuting Attorney</u>
St. Louis City	\$34,000	\$45,000
St. Louis County	\$37,000	\$55,000
Jackson County	\$34,000	\$42,000
* Boone County-2nd Class	\$31,000	\$35,500
Clay County-1st Class	\$27,000	\$36,000
* Greene County-1st Class	\$27,000	\$39,000
* Cape Girardeau County-2nd Class	\$29,000	\$24,000
* St. Charles County-2nd Class	\$31,000	\$40,000
Cole County-2nd Class	\$30,000	\$35,000
Jefferson County-2nd Class	\$29,000	\$40,000

<u>County/City</u>	<u>Public Defender</u>	<u>Prosecuting Attorney</u>
* Franklin County-2nd Class	\$25,000	\$27,250
Platte County-2nd Class	\$28,000	\$33,500
* Phelps County-3rd Class	\$31,000	\$28,000

Average Public Defender Salaries

Public Defenders \$28,775

Assistant Public Defenders

0-1 yr. experience \$15,140

2 yrs. experience \$16,381

3 yrs. experience \$18,176

4 yrs. experience \$19,308

5 yrs. experience \$20,349

* = multi county jurisdiction

The Commission's recommendation is that public defenders be paid the equivalent of their prosecutor counterparts.

Problem Area - Annual Adjustments

The Commission repeatedly heard testimony on the need for annual adjustments in salary as the best way to avoid the "catch-up" game with statutory salaries. Several times in the testimony and in this report it was noted that if these positions had just received what other state employees received there would be little need for this Commission to be recommending the kinds of raises it proposes. We cannot say that there will never be a need for a commission such as this if a system of annual cost of living adjustments were instituted for all statutory positions. It seems reasonable to expect that salaries may get out of line with the market and with responsibilities if they are not reviewed and adjusted periodically, independent of the annual increases. That would happen because the system we propose would require the positions to receive not more than the raises authorized for all other state employees as a group. For some positions this amount might not be enough to reflect market changes. However, we believe such a system would, for most positions, once the pay is established at a fair level, allow keeping closer pace with inflation. This would avoid the long periods without compensation adjustments similar to those received by other state employees.

It has been suggested by some elected officials³⁶ that properly drafted legislation would also enable the elected officials to receive yearly increments - that would include the six statewide elected officials and the general assembly. Our proposal is patterned after SB 497 which currently allows but does not require the legislature to fund such increases each year for the judiciary. The increase would be limited to that given other state employees and thus

would counter the argument that the elected officials were treating themselves better than the average state worker. Moreover, the annual adjustment factor would not go into effect for current elected officials before their next term.

Set out below is a suggested form of legislation currently contained in SB 51 which should be carefully reviewed to determine whether it will accomplish the goals we propose. While there may be a difference of opinion on this approach and legal challenges could be spawned, we struggle here with a demonstrated need. If nothing else it will serve as a starting point for discussion and preparation of the final legislation:

Section 2. 1. As used in this section, the term "personal income of Missouri" shall mean the total income received by persons in Missouri from all sources, as defined and officially reported by the United States Department of commerce, or its successor agency.

2. The salary set by any section of this act, except sections 211.381, 211.393, 477.130, 478.013, 483.083, and 485.060, RSMo, shall be adjusted on July first of each year in the same proportion as the percentage increase in personal income of Missouri in the preceding calendar year. The adjustment provided by this section shall not be less than zero.

3. The salary adjustment provided by this section shall not be effective in any amount in excess of the amount of the salary adjustment for the executive department contained in any pay plan applicable to other state employees at a similar salary level for the fiscal year beginning on each July first. The salary adjustments provided by this section shall not be effective unless appropriations necessary to fund the adjustments are approved by the general assembly and the governor. Each salary adjustment to be approved pursuant to this section shall be stated in a separate line item of the pertinent appropriation bill.

4. Each salary adjustment approved pursuant to this section shall be added to the compensation otherwise provided by law for each office, including prior salary adjustments made under this section, and the sum of these amounts shall be the statutory salary of the office for all purposes. Each such statutory salary shall be included in the pertinent appropriation bill in the same manner as any other personnel service appropriation involving a statutory salary.

5. The office of administration shall maintain a compensation schedule for each fiscal year indicating the highest statutory salary paid for each office subject to this section, the salary adjustment contained in the pay plan applicable to other state employees generally, and the percentage increase in personal income of Missouri in the preceding calendar year. The schedule required by this subsection shall be open for public inspection during the normal business hours of the office of administration and shall be included annually in the Missouri register and an

appendix to the revised statutes of Missouri.

6. The provisions of this section shall apply to all salaries set in any section of this act except sections 211.381, 211.393, 477.130, 483.083, and 485.060, RSMo.

Problem Area - Staggered Terms of Boards and Commissions

The fact that several boards and commissions have staggered terms with provisions that they may not receive raises during their terms, unless there is a change or increase in duties, causes need for special legislation to be drafted if the Commission's proposals are to be followed. In the past the cumbersome procedure of assigning or reassigning duties has been the mechanism for securing simultaneous salary adjustments for all of the members of a commission. While this procedure seems unduly cumbersome, we recommend it be used again to insure that each member on a particular board or commission be treated equally. It doesn't seem logical for one member to receive a raise merely because his term fortuitously begins one to five years earlier than his colleagues. We refer the General Assembly to the fine example of legislation using this concept at § 161.252 RSMo (1982). It may be the additional duty required would be preparation of an annual salary analysis and comparison with other states.

IMPLEMENTATION SCHEDULE AND COSTS OF PROPOSED INCREASES

	<u>COSTS</u>	
	<u>FY'84. (9 mos.)</u>	<u>FY'85.</u>
I. <u>Executive Branch</u>		
Governor	0	12,500*
Lt. Governor	0	7,500*
Attorney General	0	10,000*
Treasurer	0	8,750*
Auditor	0	0
Secretary of State	<u>0</u>	<u>8,750*</u>
Subtotal	0	47,500

* This figure represents only 6 months of cost since salaries would not be effective until January 1985.

	<u>FY'84 (9 mos.)</u>	<u>FY'85</u>
Department Directors		
a. Elementary & Secondary Education	3,375	4,500
b. Highways & Transportation	12,138	16,184
c. Mental Health	8,907	11,876
d. Conservation	3,750	5,000
e. Administration	18,750	25,000
f. Agriculture	13,125	17,500
g. Public Safety	13,125	17,500
h. Consumer Affairs Regulation & Licensing	13,125	17,500
i. Social Services	15,000	20,000
j. Corrections	13,125	17,500
k. Higher Education	13,125	17,500
l. Natural Resources	13,125	17,500
m. Revenue	18,750	25,000
n. Labor and Industrial Relations	<u>13,125</u>	<u>17,500</u>
Subtotal	172,545	230,060
Deputy and Division Directors	1,379,969*	1,839,959*

(*This figure represents a maximum and is based on the assumption that all Division and Deputy Directors would go to the maximum at once - this is not likely to happen - a more realistic figure for FY'84 and FY'85 would be $\frac{1}{2}$ the amount shown. . 107 Positions)

Public Service Commission

(5 positions)	65,625	87,500
---------------	--------	--------

Labor and Industrial Relations

(3 positions)	39,375	52,500
a. Administrative Law Judges, Legal Advisors and General Counsel (29 positions)	316,050	421,400

	<u>FY'84 (9 mos.)</u>	<u>FY'85</u>
Board of Probation and Parole		
(3 positions)	30,750	41,000
Administrative Hearing Commission		
(3 positions)	40,500	54,000
State Tax Commission		
(3 positions)	<u>52,875</u>	<u>70,500</u>
Subtotal	545,175	726,900
Law Enforcement		
a. Highway Patrol (791)	4,267,657*	5,690,209*
b. Fire Marshall (11)	58,043	77,391
c. Liquor Control (49)	176,416	235,221
d. Water Patrol (51)	<u>301,842</u>	<u>402,456</u>
Subtotal	4,803,958	6,405,277
*(excludes retirement benefits for Patrol)		
Executive Total	<u>6,901,647</u>	<u>9,249,696</u>

II. LEGISLATIVE BRANCH

Salaries	0	589,750*
Per Diem	<u>288,375</u>	<u>236,610</u>
Legislative Total	288,375	826,360

* (This figure represents only 6 months of cost since salaries would not be effective until January 1985).

III. JUDICIAL BRANCH

Supreme Court (7)	108,465	144,620
Court of Appeals (32)	437,040	582,720
Circuit Court (135)	1,595,700	2,127,600

	<u>FY'84 (9 mos.)</u>	<u>FY'85</u>
Associate Circuit		
1st Class (43)	480,202	640,270
2nd Class (30)	347,625	463,500
3rd & 4th Class (102)	<u>1,033,515</u>	<u>1,378,020</u>
Subtotal	4,002,547	5,336,730
Court Reporters (133)	619,447	825,930
Circuit Clerks		
1st Class (7)	26,250	35,000
2nd Class (14)	42,000	56,000
3rd Class (95)	213,750	285,000
Juvenile Officers (44)	<u>208,230</u>	<u>277,640</u>
Subtotal	1,109,677	1,479,570
Judicial Total	<u>5,112,224</u>	<u>6,816,300</u>
GRAND TOTAL	<u>12,295,571*</u>	<u>16,883,456</u>

* Note: This figure represents about 1/3 of 1% of the total state budget, and would probably not be this much for the first year. Only about half of this amount would actually come from General Revenue, the remainder from highway taxes, fees, federal funds and other sources.

Footnotes

1. Press release of Governor Bond, dated September 7, 1982.
2. Testimony of John Pelzer, Transcript pp. 153-155.
3. Testimony of Auditor Antonio, Transcript pp. 530-31.
4. Testimony of Attorney General Ashcroft, Transcript pp. 474-76.
5. Testimony of Dr. Paul Ahr, Transcript pp. 221-224.
6. Testimony of Robert Hunter, Transcript p. 447.
7. Testimony of John Pelzer, Transcript pp. 148-152; Testimony of Treasurer Mel Carnahan, Transcript pp. 424-35; Testimony of Joe Frappier, Transcript pp. 210-212.
8. Testimony of John Moore, Transcript pp. 550-52.
9. Testimony of Daniel "Duke" Mevey, Transcript pp. 519-522; Testimony of Bob Reeds, Transcript pp. 310-313; Testimony of Tom Maples, Transcript pp. 313-321; Testimony of Robert Sansone, Transcript pp. 714-718.
10. Testimony of Michael Rankin, Transcript pp. 495-500; Testimony of Bill Dunn, Transcript pp. 307-310; Testimony of Mark Henley, Transcript pp. 707-714.
11. Testimony of Senator Dirck, Transcript p. 408; Testimony of Treasurer Carnahan, Transcript p. 471; Testimony of Secretary of State Kirkpatrick, Transcript p. 485; Testimony of Auditor Antonio, Transcript p. 527; Testimony of Judge Somerville, Transcript p. 237; Testimony of Former Governor Teasdale, Transcript p. 291.
12. Transcript p. 726.
13. Transcript p. 730.
14. Transcript p. 327.
15. Transcript p. 297.
16. Testimony of Chief Caron, Transcript p. 389.
17. Testimony of Col. Hoffman, Transcript p. 18.
18. See also Testimony of Kathryn VerHagen, Transcript p. 768.
19. Transcript p. 148.
20. Transcript p. 183.

21. Testimony of Sherrell Hunt, Transcript p. 193.
22. See testimony of Ruth Streit, May Company Department Stores, Transcript pp. 720-22; Testimony of Mark Henley, Transcript pp. 707-714; Testimony of Dr. Vandegriff, Midwest Research Institute, Transcript pp. 267-286.
23. Transcript p. 530.
24. Transcript p. 710.
25. See, e.g., Testimony of Treasurer Carnahan, Transcript pp. 424-428.
26. The Commission notes that § 36.510 RSMo (1979) appears to give several of these responsibilities to the Director of the Division of Personnel. However, no action has been taken to implement the statutory authorization.
27. Transcript p. 471-485.
28. Transcript p. 173.
29. See Footnotes 2-8.
30. Testimony of John Pelzer, Transcript pp. 147-155.
31. Id.
32. Id.
33. Id.
34. Id.
35. Transcript p. 410.
36. Testimony of Secretary of State Kirkpatrick, Transcript p. 489; Testimony of Attorney General Ashcroft, Transcript p. 477-78.

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Comparison of MSHP With Other State Police Agencies

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- State Tax Commission
- Administrative Hearing Commission
- Public Service Commission
- Department of Public Safety
- Department of Natural Resources
- Department of Labor and Industrial Relations
- Department of Higher Education
- Department of CARL
- Department of Agriculture
- Department of Social Services
- Department of Conservation
- Department of Corrections & Human Resources
- Department of Elementary & Secondary Education
- Department of Mental Health
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- Department of Revenue
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Appendix A

Executive Order 82-11
June 24, 1982

EXECUTIVE ORDER
82-11

WHEREAS, the State of Missouri has no entity provided by law with responsibility for reviewing recruitment, retention and compensation of officials in the executive, legislative and judicial branches of state government; and,

WHEREAS, an independent body is needed to review such matters on a periodic basis; and,

WHEREAS, the last such independent review was conducted by the Missouri Compensation Commission, established by Executive Order on December 21, 1976; and,

WHEREAS, since the last such independent review there have been numerous resignations from the judicial branch of state government as a result of the disparity between the levels of compensation provided by the state as compared to the private sector; and,

WHEREAS, in recent years there have been a substantial number of retirements from and uncontested seats in the General Assembly as a result of the failure of compensation provided to its members to reflect cost of living increases; and,

WHEREAS, stagnant salaries, at the middle and higher levels of management and in various professional technical areas of the executive branch of state government, have made recruitment and retention of qualified professionals exceptionally difficult; and,

WHEREAS, low levels of compensation and disparities in the levels of compensation for state and local law enforcement authorities, particularly in the urban areas, have made recruitment and retention of qualified professionals exceptionally difficult; and,

WHEREAS, the current and future shift of traditional federal responsibilities to the states will require the recruitment and retention of stronger leaders in all three branches of state government in the years ahead;

NOW, THEREFORE, I, CHRISTOPHER S. BOND, GOVERNOR OF THE STATE OF MISSOURI, by virtue of the authority vested in me by the Constitution and laws of the State of Missouri, hereby establish the MISSOURI ADVISORY COMMISSION ON STATE GOVERNMENT RECRUITMENT, RETENTION AND COMPENSATION. The Commission shall be composed of fourteen (14) members, five (5) of whom shall be appointed by the Governor, three (3) of whom shall be appointed by the President Pro Tem of the Senate, three (3) of whom shall be appointed by the Speaker of the House of Representatives, and three (3) of whom shall be appointed by the Chief Justice of the Missouri Supreme Court.

The Governor shall designate one of the members of the Commission to serve as chairman, and the chairman shall call meetings of the Commission. The state shall provide such staff assistance as is required by the Commission, and the reasonable and necessary expenses of the Commission shall be provided by the various appointing authorities on a pro rata basis.

The duties of the Commission shall be to review, analyze, examine, study, recommend and report upon the following matters:

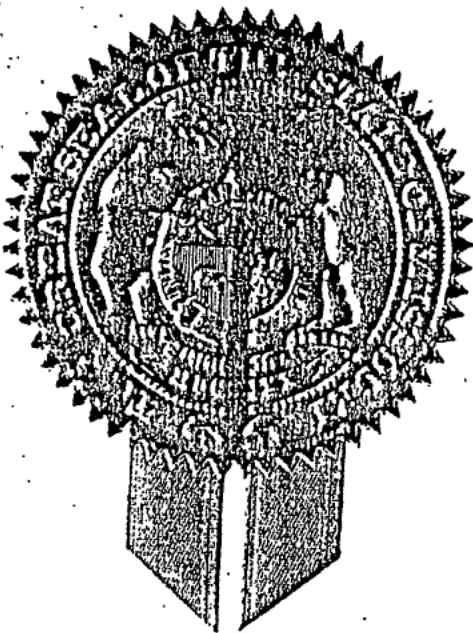
1. The scope and extent of responsibilities and the levels of compensation of the elected and gubernatorially-appointed officials of the three branches of state government, as compared to similar positions in other states and in the private sector;

2. The scope and extent of responsibilities and the levels of compensation of the top administrative, middle management, and professional technical positions of the three branches of state government, as compared to similar positions in other states and in the private sector; and
3. The scope and extent of responsibilities and the levels of compensation of the law enforcement personnel of the state and of the metropolitan police departments, as compared to each other and to similar positions in other states and metropolitan areas.

The Commission shall make its report, including any recommendations for legislative, executive or judicial action, to the Governor, the General Assembly and the Supreme Court as soon as is reasonably practicable.

IN WITNESS WHEREOF, I have hereunto set my hand and caused to be affixed the Great Seal of the State of Missouri, in the City of Jefferson, on this 24 day of June, 1982.

Christopher S. Bond
GOVERNOR



ATTEST:

James Christopher
SECRETARY OF STATE

Appendix B

Sample Press Release and
Notice of Commission Meeting



Missouri Advisory Commission on State Government Recruitment, Retention and Compensation

P. O. Box 448
Jefferson City, Missouri 65102

Chairman
Ilius W. Davis
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1700 City Center Square
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Mrs. G. Duncan Bauman, Vice Chairman
6233 Northwood
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and Colonial Bank in St. Louis
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114 West Eleventh Street
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St. Louis Community College - Forest Park
#20 Lewis Place
St. Louis, MO 63113
(314) 644-9234

Howard L. Young, Consultant,
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9645 Clayton Road
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(314) 432-4455

Staff
Kenneth D. Dean
School of Law
114 Tate Hall
Columbia, MO 65211
(314) 882-6488

January 3, 1983

PRESS RELEASE

FOR IMMEDIATE RELEASE

For Information Contact:

Kenneth D. Dean
(314) 882-6488 or 882-7251

The Missouri Advisory Commission on State Government Recruitment, Retention and Compensation will hold its fourth public hearing on Monday, January 17, 1983, beginning at 1:00 p.m. in the Courtroom, Court of Appeals, Eastern District, Third Floor, Wainwright Building, 111 North Seventh Street, St. Louis, Missouri.

At public hearings held November 22 in Jefferson City and December 3 in Kansas City, the Commission heard testimony on compensation for the Highway Patrol, upper level appointive positions in the Executive Branch (e.g. department directors, deputy department directors and division directors), full-time Boards and Commissions (e.g. Board of Probation & Parole, Administrative Hearing Commission), and the Missouri Judiciary. Compensation for top statewide elected offices (Governor, Lt. Governor, Auditor, Attorney General, Secretary of State and Treasurer) and members of the Missouri General Assembly was the main topic of hearings held on December 17 in Jefferson City.

The Commission was created by Executive Order of Governor Christopher Bond in response to the critical need to hire and retain the skilled staff necessary to provide quality services to Missouri citizens. It is reviewing salaries of elective and appointive state officials, judges, members of the general assembly and law enforcement personnel. Recommendations will be made later this spring to the Governor and the Legislature regarding compensation, recruitment, and retention.

The Commission is composed of 14 members, five appointed by the Governor, three by the President Pro Tem of the Senate, three by the Speaker of the House of Representatives, and three by the Chief Justice of the Missouri Supreme Court.

Persons wishing to testify should contact Kenneth D. Dean at (314) 882-6488.

* * * *



Missouri Advisory Commission on State Government Recruitment, Retention and Compensation

P. O. Box 448
Jefferson City, Missouri 65102

January 3, 1983

Chairman

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NOTICE OF COMMISSION MEETING

The Missouri Advisory Commission on State Government Recruitment, Retention and Compensation will hold a meeting on Tuesday, January 18, 1983, beginning at 9:00 a.m. in the Conference Room, Court of Appeals, Eastern District, Wainwright Building, 111 North Seventh Street, St. Louis, Missouri.

The purpose of the meeting will be to review testimony and data received by the Commission and to begin work on a report of findings and recommendations to be presented to the Governor, the Judiciary, and the General Assembly.

No testimony will be taken.

Appendix C

List of Persons Invited to All Public Hearings

Governor Christopher S. Bond
State of Missouri
Jefferson City, MO

Lt. Governor Kenneth Rothman
State of Missouri
Jefferson City, MO

Treasurer Mel Carnahan
State of Missouri
Jefferson City, MO

Auditor James F. Antonio
State of Missouri
Jefferson City, MO

Attorney General John Ashcroft
State of Missouri
Jefferson City, MO

Secretary of State James Kirkpatrick
State of Missouri
Jefferson City, MO

Robert W. MacGregor, President
Kansas City Chamber of Commerce
Kansas City, MO

Mayor Richard Berkley
City of Kansas City
Kansas City, MO

Mayor Vincent C. Schoemehl
City of St. Louis
St. Louis, MO

Jack Guthrie, Executive Director
Missouri Association for
Community Action
Jefferson City, MO

Lucy Hale, President
League of Women Voters-St. Louis
St. Louis, MO

Larry Gale, Director
Department of Conservation
Jefferson City, MO

Dick Peerson
Executive Vice President
Missouri Jaycees
Jefferson City, MO

Ron Roberson, President
Mo. Chamber of Commerce
Jefferson City, MO

Robert P. Knuth
Executive Director
Missouri Public Expenditures
Survey, Inc.
Jefferson City, MO

Juanita Donehue
Executive Director
Mo. Association of Counties
Jefferson City, MO

James M. O'Flynn
President
St. Louis Chamber of Commerce
St. Louis, MO

Chris Logan, President
League of Women Voters-Kansas City
Kansas City, MO

Curtis M. Long, President
Associated Industries of Mo.
Jefferson City, MO

William J. Page, Jr.
Executive Director
Council of State Governments
Lexington, Kentucky

Duke McVey, President
Missouri State Labor Council
Jefferson City, MO

John A. Pelzer, Commissioner
Office of Administration
Jefferson City, MO

Dr. Shaila R. Aery
Department of Higher Education
Jefferson City, MO

James B. Boillot, Director
Department of Agriculture
Jefferson City, MO

Dr. Lee Roy Black, Director
Department of Corrections
and Human Resources
Jefferson City, MO

Robert N. Hunter, Chief Engineer
Dept. of Highways & Transportation
Jefferson City, MO

Dr. Paul Ahr, Director
Department of Mental Health
Jefferson City, MO

Edward Daniel, Director
Department of Public Safety
Jefferson City, MO

Barrett A. Toan, Director
Department of Social Services
Jefferson City, MO

Samuel C. Jones, Chairman
State Tax Commission
Jefferson City, MO

Michael C. Horn, Judge
Administrative Hearing Commission
Jefferson City, MO

Chief Judge Ronald Somerville
Missouri Court of Appeals
Western District
Kansas City, MO

Chief Judge Joseph G. Stewart
Missouri Court of Appeals
Eastern District
St. Louis, MO

Presiding Judge James Corcoran
22nd Judicial Circuit
St. Louis City
St. Louis, MO

Jane Hess
State Courts Administrator
Jefferson City, MO

William G. McCaffree, President
Mo. Association of Trial Attorneys
Nevada, MO

J. H. Frappier, Director
Department of Consumer Affairs,
Regulation and Licensing
Jefferson City, MO

Dr. Arthur Mallory, Commissioner
Department of Elementary and
Secondary Education
Jefferson City, MO

Paula V. Smith, Director
Department of Labor and
Industrial Relations
Jefferson City, MO

Fred A. Lafser, Director
Dept. of Natural Resources
Jefferson City, MO

Richard A. King, Director
Department of Revenue
Jefferson City, MO

Charles Fraas, Chairman
Public Service Commission
Jefferson City, MO

Dick D. Moore, Chairman
Probation and Parole Board
Jefferson City, MO

Chief Justice Robert T. Donnelly
Missouri Supreme Court
Jefferson City, MO

Chief Judge, Douglas W. Greene
Missouri Court of Appeals
Southern District
Springfield, MO

Presiding Judge Arthur Litz
21st Judicial Circuit
St. Louis County
Clayton, MO

Presiding Judge Donald Mason
16th Judicial Circuit
Kansas City, MO

Thomas F. Simon, Clerk
Missouri Supreme Court
Jefferson City, MO

Major W. Park, Jr., President
Kansas City Lawyer's Association
Kansas City, MO

Suzanne Hart, Chair
Women's Crusade Against Crime
St. Louis, MO

Linda Simon, Executive Director
Mo. Association of Trial Attorneys
Jefferson City, MO

Mr. Paul Vardeman
Former 16th Circuit Judge
Kansas City, MO

Mr. John E. Bardgett
Former Supreme Court Judge
St. Louis, MO

Francis L. Bremson, Reg. Director
National Center for State Courts
St. Paul, Minnesota

Judge Elmo Hunter
Federal Judge
Kansas City, MO

Wantland Sandel, Jr., Director
Judicial Administration Division
American Bar Association
Chicago, Ill.

Judge Arthur Litz, President
Mo. Trial Judges Association
St. Louis, MO

Ken Klein, Executive Director
St. Louis Metro. Bar Association
St. Louis, MO

Bobbie Hunsperger, Exec. Director
Kansas City Bar Association
Kansas City, MO

Wade Baker, Executive Director
The Missouri Bar Association
Jefferson City, MO

Larry W. Glenn, President
Lawyers' Association of St. Louis
St. Louis, MO

Col. Howard Hoffman, Superintendent
Missouri State Highway Patrol
Jefferson City, MO

Chief John F. Berner
St. Louis Police Department
St. Louis, MO

Peggy Stevens, Clerk
Missouri Court of Appeals
Western District
Kansas City, MO

Ronald N. Bellamy, Clerk
Missouri Court of Appeals
Eastern District
St. Louis, MO

William C. Cockrill, Clerk
Missouri Court of Appeals
Southern District
Springfield, MO

Terry Bruemmer, Director
Mo. Public Defender Commission
Jefferson City, MO

George H. Williams, Director and
Executive Vice President
American Judicature Society
Chicago, Ill.

Judge Richard DeCoster, President
Mo. Association of Probate and
Associate Circuit Judges
Monticello, MO

Tony Sestric, President
St. Louis Metro. Bar Association
St. Louis, MO

Willard Bunch, President
Kansas City Bar Association
Kansas City, MO

Stephen N. Limbaugh, President
The Missouri Bar Association
Cape Girardeau, MO

A. Wimmer Carr, President
St. Louis County Bar Association
Clayton, MO

Carol Keeling
Mo. Shorthand Reporters' Assn.
Neosho, MO

Chief Norman A. Caron
Kansas City Police Department
Kansas City, MO

Col. G. H. Kleinknecht, Chief
St. Louis County Police Department
Clayton, MO

Chief William E. Dye
Columbia Police Department
Columbia, MO

Chief Troy Majors
Springfield Police Department
Springfield, MO

Sheriff Robert J. Rennau
Jackson County Sheriff's Office
Lee's Summit, MO

Chief Jim Damos, President
International Association of
Chief of Police
University City Police Department
University City, MO

Homer Sayad, President
St. Louis Police Board
St. Louis, MO

June Ryan, Secretary
Board of Estimate & Apportionment
St. Louis, MO

C. K. Casteel, Jr.
Legal and Legislative Counsel
Office of the Governor
Jefferson City, MO

Col. Lawrence Patton, Chief
Jefferson City Police Department
Jefferson City, MO

Chief Robert E. Rinehart
Independence Police Department
Independence, MO

Gary Markenson, Executive Director
Missouri Municipal League
Jefferson City, MO

Gene McNary
County Supervisor
St. Louis County
Clayton, MO

Dale Baumgardner
County Executive
Jackson County
Kansas City, MO

George Krelo, Executive Director
Mo. Police Chiefs' Association
Jefferson City, MO

All 197 Members of the
Missouri Eighty-First
General Assembly

Appendix D

Comparison of State of Missouri and
St. Louis City, St. Louis County
and Kansas City Government for
Comparable Jobs

COMPARISON OF STATE OF MISSOURI AND ST. LOUIS CITY, ST. LOUIS COUNTY

AND KANSAS CITY GOVERNMENT SALARIES FOR COMPARABLE JOBS

(July, 1981)

Merit System Job Classification	Missouri Merit System Salary Range	St. Louis City* Salary Range	St. Louis County Salary Range	Kansas City Salary Range	Average Metro- politan Salary Range**	Percent by which Missouri State Salary Differs from Metropolitan Average	
						Min.	Max.
0001 Clerk I	630- 814	800-1,070	776-1,039	629- 815	735- 975	-16.7	-19.8
0004 Clerk IV	886-1,115	1,096-1,469	---	1,077-1,462	1,087-1,466	-22.7	-31.5
0011 Clerk Stenographer I	685- 886	880-1,179	898-1,203	708- 927	829-1,103	-21.0	-24.5
0013 Clerk Stenographer III	814-1,057	1,096-1,469	---	979-1,329	1,038-1,399	-27.5	-32.4
0021 Clerk Typist I	659- 848	800-1,070	814-1,039	654- 849	756- 986	-14.7	-16.3
0023 Clerk Typist III	778-1,011	---	898-1,203	---	898-1,203	-15.4	-19.0
0221 Buyer I	999-1,294	1,151-1,543	1,174-1,574	1,066-1,465	1,130-1,527	-13.1	-18.0
0222 Buyer II	1,238-1,617	1,333-1,788	1,359-1,822	1,372-1,948	1,355-1,853	- 9.5	-14.6
0302 Account Clerk II	814-1,057	1,044-1,400	835-1,119	806-1,058	895-1,192	-10.0	-12.8
0311 Accountant I	999-1,294	1,270-1,701	1,263-1,693	1,176-1,608	1,236-1,667	-23.7	-28.8
0312 Accountant II	1,238-1,617	1,400-1,876	1,427-1,913	1,372-1,948	1,400-1,912	-13.1	-18.2
0411 Personnel Technician I	999-1,294	1,270-1,701	1,263-1,693	1,077-1,462	1,203-1,619	-20.4	-25.1
0412 Personnel Technician II	1,238-1,617	---	1,427-1,913	1,372-1,948	1,400-1,931	-13.1	-19.4
0413 Personnel Technician III	1,545-2,026	1,469-1,970	---	1,930-2,586	1,700-2,278	-10.0	-12.4
0414 Personnel Technician IV	1,768-2,323	1,922-2,838	1,777-2,382	2,235-3,480	1,978-2,900	-11.9	-24.8
2023 Laundry Worker I	606- 778	691- 925	795-1,065	---	743- 995	-22.6	-27.9
2073 Food Service Helper I	606- 778	706- 949	795-1,065	---	751-1,007	-23.9	-29.4
4153 Medical Technologist I	1,043-1,353	1,239-1,660	1,393-1,777	---	1,316-1,719	-26.2	-27.1
4154 Medical Technologist II	1,186-1,545	1,300-1,742	1,735-2,325	---	1,518-2,034	-28.0	-31.7
4301 Hospital Attendant I	630- 814	724- 971	835-1,119	---	780-1,045	-23.8	-28.4
4320 Graduate Nurse I	999-1,294	1,333-1,788	1,499-1,913	---	1,416-1,851	-41.7	-43.0
4321 Graduate Nurse II	1,088-1,414	---	1,499-1,913	---	1,499-1,913	-37.8	-35.3
4322 Graduate Nurse III	1,238-1,617	1,434-1,922	1,612-2,160	---	1,523-2,041	-23.0	-26.2
4323 Graduate Nurse IV	1,353-1,768	1,580-2,119	1,866-2,501	---	1,723-2,310	-27.4	-30.7
4423 Occupational Therapist I	1,088-1,414	1,400-1,876	1,427-1,913	---	1,414-1,895	-30.0	-34.0
4431 Physical Therapist I	1,088-1,414	1,400-1,876	1,427-1,913	---	1,414-1,895	-30.0	-34.0
4432 Physical Therapist II	1,294-1,691	1,469-1,970	1,612-2,160	---	1,541-2,065	-19.0	-22.1
5182 Social Service Worker	1,043-1,353	1,469-1,970	1,393-1,866	1,372-1,948	1,411-1,928	-35.3	-42.5
5202 Caseworker (B.S. level)	958-1,238	1,270-1,701	---	1,066-1,399	1,168-1,550	-21.9	-25.2
6001 Laborer I	659- 848	995-1,333	877-1,065	680- 887	851-1,095	-29.1	-29.1

* Reflected St. Louis City rates are effective April 19, 1981; St. Louis County rates are effective July 1, 1981;

Kansas City rates are effective May 4, 1981.

** Average salary range for each classification for St. Louis City, St. Louis County and Kansas City combined.

Appendix E

SELECTED MISSOURI STATE AND MUNICIPAL SALARIES IN EXCESS OF \$30,000 PER YEAR

Presidents of State Universities

1. Listed are the salaries of the presidents of the universities and colleges, the chancellors of the four campuses of the University of Missouri, and of the Junior Colleges. FY 1983 Information was obtained from the Department of Higher Education.

	<u>FY 77</u>	<u>FY 83</u>
Central Missouri State University	\$41,000	\$56,074
Southeast Missouri State University	40,000	53,200
Southwest Missouri State University	41,494	55,570
Lincoln University	40,800	60,979
Northeast Missouri State University	38,390	58,270
Northwest Missouri State University	40,000	62,000
Missouri Southern State College	40,000	48,463
Missouri Western State College	39,000	62,234
Harris Stowe State College	N/A	49,000
University of Missouri		
President	47,500	80,000
Chancellor - Columbia	44,300	68,800
Chancellor - Rolla	42,500	62,600
Chancellor - St. Louis	42,500	63,000
Chancellor - Kansas City	42,000	68,000

Heads of Junior Colleges

Crowder College in Neosho	\$ N/A	\$37,170
East Central Junior College in Union	28,000	46,953
Jefferson College in Hillsboro	32,000	50,000
Metropolitan Community College System in Kansas City	56,123	59,850
Longview Community College	39,703	44,986
Maple Woods Community College	36,892	47,398
Pioneer Community College	35,954	43,726
Mineral Area College in Flat River	N/A	41,354
Moberly Junior College in Moberly	N/A	42,550
St. Louis Community College System	50,600	71,356
Florissant Valley College	36,617	55,010
Forest Park College	N/A	54,195
Meramec College	N/A	49,755
State Fair Community College in Sedalia	N/A	N/A
Three Rivers Community College in Poplar Bluff	N/A	40,612
Trenton Junior College	N/A	39,700

* School Superintendents

<u>AAA</u> <u>FY 77</u>	<u>FY 82</u>	<u>** FY 82</u>	<u>AA</u> <u>FY 82</u>	<u>FY 77</u>
	20	49,500	1	Information for
	2	49,000	1	FY 1977 not
	-	48,500	1	available for
	5	48,000		AA schools.
	6	47,500		
	3	47,000		
	8	46,500	1	
	4	46,000		
	5	45,500		
2	6	45,000		
	6	44,500		
	5	44,000		
	1	43,500		
1	11	43,000		
	5	42,500		
	5	42,000		
1	5	41,500		
2	6	41,000		
	4	40,500	2	
2	8	40,000	1	
	5	39,500		
3	6	39,000		
	4	38,500		
2	12	38,000		
	11	37,500		
2	13	37,000		
	7	36,500		
4	6	36,000		
5	9	35,500		
5	19	35,000		
1	6	34,500		
1	6	34,000	2	
1	10	33,500	2	
4	14	33,000		
5	7	32,500	3	
3	8	32,000	7	
5	9	31,500	5	
6	7	31,000	7	
9	3	30,500	3	
	8	30,000	7	

High School Principals

<u>AAA</u> <u>FY 77</u>	<u>FY 82</u>	<u>** FY 82</u>	<u>AA</u> <u>FY 82</u>
	1	47,500	
	1	44,000	
	1	43,500	
	1	42,500	
	1	42,000	
	4	41,500	
	4	40,500	
	2	40,000	
	5	39,500	
	7	39,000	1
	9	38,500	
	13	38,000	
	13	37,500	
	15	37,000	
	5	36,500	
	12	36,000	
1	12	35,500	1
	22	35,000	10
	18	34,500	
	23	34,000	2
	17	33,500	1
	22	33,000	1
	26	32,500	1
	20	32,000	20
	21	31,500	3
	23	31,000	3
1	39	30,500	2
	24	30,000	16

Elementary Principals

AAA FY 77	FY 82	** FY 82	AA FY 82
	1	43,000	
	1	42,500	
	2	42,000	
	3	41,000	
	1	40,500	
	2	40,000	
	3	39,500	
	2	39,000	
	4	38,500	
	5	38,000	
	15	37,000	
	4	36,500	
	12	36,000	
	8	35,500	
	15	35,000	
	12	34,500	
	14	34,000	
	16	33,500	
	23	33,000	
	56	32,500	1
	18	32,000	
1	29	31,500	9
	22	31,000	31
	16	30,500	
	16	30,000	4

*Source: Department of Elementary and Secondary Education.

**These are salary ranges.

June 15, 1982

Appendix F

Comparison of Salaries in
Missouri and Other States for
Selected Administrative Positions
as of October 1981

Missouri Personnel Division

COMPARISON OF SALARIES IN MISSOURI AND IN OTHER STATES FOR
SELECTED ADMINISTRATIVE POSITIONS AS OF OCTOBER, 1981

(Taken from survey by the State of Maryland)

<u>Missouri Position</u>	<u>Maximum Salary as of 10/1/81</u>	<u>Most Comparable Job Title In Maryland Survey</u>	<u>Average Maximum Salary in Reporting States</u>	<u>Percent by which Missouri Maximum Salary Differs From Survey Salary</u>
Dir., Div. of Mental Retardation - Dev. Disabilities	34,000	Dir., Mental Retardation Admin.	45,859	-34.9
Dir., Div. of Youth Services	34,000	Dir., Juvenile Services Admin.	41,902	-23.2
Commissioner of Elem. and Secondary Educ.	51,780	State Superintendent of Education	50,211	+ 3.0
Dir., Dept. of Social Services	40,000	Dir., Social Services Admin.	58,275	-45.7
Dir., Div. of Employment Security	34,000	Dir., Employment Security Admin.	45,433	-33.6
Dir., Div. of Corrections	34,000	Commissioner of Correction	46,955	-38.1
Dir., Personnel Division	34,000	Sec. of Personnel Services	46,509	-36.8
Ex. Sec., Missouri Employees Retirement System	34,000	Dir., State Retirement System	44,875	-32.0
Dir., Div. of Budget and Planning	34,000	Deputy Sec. of Budget and Fiscal Planning	45,321	-33.3
Dir., Division of Accounting	34,000	Chief Accountant of the State Fiscal System	41,048	-20.7
Dir., Div. of Design and Construction	34,000	Dir., Design and Construction	43,539	-28.1
Chief Engineer, Dept. of Highways and Transportation	47,500	Secretary of Transportation	52,107	-9.7
Dir., Div. of Insurance	34,000	Insurance Commissioner	44,150	-29.9
Dir., Div. of Finance	34,000	Bank Commissioner	43,093	-26.7

<u>Missouri Position</u>	<u>Maximum Salary as of 10/1/81</u>	<u>Most Comparable Job Title In Maryland Survey</u>	<u>Average Maximum Salary in Reporting States</u>	<u>Percent by which Missouri Maximum Salary Differs From Survey Salary</u>
Dir., Dept. of Labor and Industrial Relations	40,000	Commissioner of Labor and Industry	42,912	- 7.3
Dir., Div. of Community and Economic Dev.	34,000	Dir. of Business and Industrial Dev.	40,147	-18.1
Dir., Dept. of Natural Resources	40,000	Secretary of Natural Resources	49,292	-23.2
Dir., Dept. of Agriculture	40,000	Secretary of Agriculture	45,426	-13.6
Director., Div. of Aging	34,000	State Director on Aging	38,319	-12.7

Appendix G

Municipal Salaries in Kansas City
and St. Louis for Executive Level Positions

MUNICIPAL SALARIES

St. Louis (Effective 12/26/82)

<u>Position</u>	<u>Range</u>	<u>Current Salary</u>	<u>FY 77 Salary</u>
Mayor's Chief of Staff	\$38,688-57,148	\$ 57,148	N/A
Director, Community Development	36,842-54,444	39,650	N/A
Director, Personnel	35,958-53,144	43,706	31,186-46,464
Director Convention Center	31,824-47,034	38,688	N/A
City Counselor	37,752-55,822	48,204	33,024-48,792
Assessor	33,410-49,374	40,638	N/A
Director, Parks & Recreation	35,074-51-844	44,772	30,696-45,360
Director, Public Utilities	36,842-54,444	36,842	N/A
Director, Streets	38,842-54,444	47,034	N/A
Director, Public Safety	36,842-54,444	44,772	N/A
Director, Health & Hospitals	53,144-78,520	53,144	47,616-70,368
Director, Welfare	35,074-51,844	42,666	N/A
Director, Board of Public Service	37,752-55,822	45,890	32,232-47,616

Kansas City

City Manager	\$58,500-90,000	70,980	39,500
Assistant City Manager III	41,700-64,140	57,684	N/A
Assistant City Manager II	36,000-55,380	49,644	N/A
Assistant City Manager I	32,640-50,220	Vacant	N/A
Budget Officer	36,000-55,380	51,360	N/A
City Auditor	36,000-55,380	52,500	N/A
Director, Aviation-Transportation	45,900-70,620	61,200	36,494
Director, City Development	39,660-61,020	Vacant	33,962
Director, Community Services	39,660-61,020	49,500	N/A
Director, Convention Facilities	35,580-54,720	52,800	N/A
Director, Finance	45,900-70,620	61,800	36,494
Director, Fire	39,660-61,020	42,960	30,013
Director, Health	39,660-61,020	61,560	34,766
Director, Human Relations	34,260-52,740	51,420	N/A
Director, Parks and Recreation	39,660-61,020	50,280	34,764
Director, Personnel	45,900-69,600	60,000	31,524
Director, Public Works	45,900-69,600	61,200	36,494
Director, Urban Affairs	34,260-52-740	49,500	N/A
Director, Water and Pollution	45,900-70,620	61,020	36,494

Appendix H

Comparison of Missouri State Highway Patrol With Other Agencies

Contents

H1-H3 - Comparison of MSHP With
St. Louis City
St. Louis County
Kansas City
Jackson County
Independence
Springfield
Columbia
Jefferson City

H-4 - Comparison of MSHP With
Other State Police Agencies

H-5 - Comparison of MSHP With
Other Missouri Municipal Police Departments

APPENDIX C

	MSHP (803)	ST. LOUIS CITY (1,815)	ST. LOUIS COUNTY (583)	KCPD (1,200)	1983 JACKSON CO. S.O. (73)	INDEPENDENCE PD (151)	SPRINGFIELD PD (181)	COLUMBIA PD (87)	JEFF CITY PD (73)	
Patrolman Entry Level	\$ 16,692.00	\$ 14,694.38	\$ 16,710.72	\$ 16,104.00 (\$1152/mo. during recruit training)	\$ 14,414.00 17,712	\$ 14,498.00	\$ 15,914.00	\$ 12,725.00 16,532.00*	\$ 12,768.98	
6 Months						15,216.00		13,356.00 16,962.00*		
1 Year	16,824.00	16,331.01 (14% mo.)	17,544.80 (Automatic at end of probation)	16,908.00	18,600	15,972.00	16,915.00	13,724.00 17,428.00*	13,397.03	
18 Months	17,028.00							14,094.00 17,917.00*		
2 Years		16,888.01	18,422.56 (Automatic on anniversary)	17,748.00	19,530	16,776.00	17,770.00	14,433.00 18,443.00*	14,067.00	
2½ Years								14,835.00 19,028.00*		
3 Years	17,352.00	17,456.84	19,344.00 (Auto. on anniversary)	18,636.00	20,507	17,616.00	18,605.00	15,232.00 19,583.00*	14,770.00	
3½ Years								15,689.00 20,074.00*		
4 Years		17,958.14	20,313.28 (Earned, not automatic)	19,572.00	21,532	17,804.00 (Mid-point)	19,147.00	16,099.00	15,509.00	
5 Years	18,915.60	18,594.79	21,328.32 (Earned, not automatic)	20,556.00	22,609				16,284.00	
6 Years		19,498.68	22,391.20 (Earned, not automatic)	21,588.00	23,739				17,098.00	
7 Years				22,668.00	24,926				17,971.00	
8 Years				23,796.00	26,172					
9 Years				24,884.00	27,481					
10 Years	20,479.20			26,232.00	28,920					
11 Years		20,380.93								
12 Years			22,954.88							
15 Years	22,042.80									
20 Years	23,606.40									
25 Years	25,170.00									
30 Years	26,733.60				21,195.00 (Maximum)					
Corporal	MIN MAX	18,000.00 20,399.00	NA	NA	NA	15,808.00 23,462.00	19,416.00	18,292.00 22,213.00 (5 yearly steps)	13,428.00 / 17,428.00* 16,962.00 / 21,100.00*	13,397.00 17,954.00
Detective	MIN MAX	NA	NA	NA	Enters at 3 year patrolman level	Same as sergeant	Same as patrolman plus 5%	19,063.00 23,089.00 (5 yearly steps)	NA	Same as captain
Sergeant	MIN MAX	18,972.00 31,051.00	22,733.00	18,884.32 25,305.28 (5% steps)	28,500.00 31,428.00 (Yearly steps)	17,347.00 26,000.00	20,388.00 22,476.00 (18 mo.)	20,732.00 25,164.00 (5 yearly steps)	15,900.00 / 20,284.00* 19,720.00 / 24,161.00*	14,770.00 19,795.00
Lieutenant	MIN MAX	19,956.00 32,724.00	24,586.00	21,328.32 28,579.20 (5% steps)	NA	19,115.00 28,683.00	NA	22,755.00 27,697.00 (5 yearly steps)	16,276.00 25,626.00	16,284.00 21,824.00
Captain	MIN MAX	20,940.00 34,397.00	27,025.00	26,569.92 35,607.52 (5% steps)	34,584.00 36,312.00	21,091.00 31,616.00	23,604.00 26,016.00 (18 mo.)	25,133.00 30,618.00 (5 yearly steps)	24,057.00 27,785.00	17,954.00 24,060.00
Major	MIN MAX	21,912.00 36,049.00	30,175.00	31,507.84 42,221.92 (5% steps)	38,124.00 40,032.00	NA	27,312.00	26,530.00 32,287.00 (5 yearly steps)	25,253.00 30,574.00	NA
Lt. Colonel	MIN MAX	22,884.00 37,702.00	33,294.00	NA	42,492.00 44,616.00	28,329.00 42,473.00 (Colonel, under sheriff)	NA	NA	NA	NA
Assistant Chief	MIN MAX	NA	35,208.00	NA	NA	NA	NA	NA	NA	NA
Colonel (Chief)	MIN MAX	25,164.00 41,378.00	45,553.00	40,212.64 53,886.56	57,228.00	30,000.00 (Sheriff)	35,812.00	34,519.00 41,000.00	16,201.00 27,000.00	31,553.60

	MSHP	ST. LOUIS CITY	ST. LOUIS COUNTY	KCPD	JACKSON CO. S.O.	INDEPENDENCE PD	SPRINGFIELD PD	COLUMBIA PD	JEFF. CITY PD
Longevity	10% every 5 years	No	Annual evaluation & merit increase. Steps b, c & d automatic; steps e, f & g earned.	No	No	17,500 - 19,999: 5 years - \$33/mo. 10 years - \$67/mo. 15 years - \$100/mo. 20 years - \$133/mo. 25 years - \$167/mo. 20,000 - 24,999: 5 years - \$38/mo. 10 years - \$75/mo. 15 years - \$113/mo. 20 years - \$150/mo. 25 years - \$188/mo. 25,000 & above: 5 years - \$42/mo. 10 years - \$83/mo. 15 years - \$125/mo. 20 years - \$167/mo. 25 years - \$208/mo.	5 years - \$20/mo. 10 years - \$40/mo. 15 years - \$60/mo. 20 years - \$80/mo.	No	No
Outside Employment	No	Yes	Yes (24 hr./wk. limit)	Yes	Yes	Yes	Yes	Yes	Yes
Normal Work Week	40 hours	40 hours	40 hours	40 hours (6/8 then 5/8)	40 hours (5/8)	40 hours (5/8)	40 hours (4/10)	40 hours (5/8)	40 hours
Overtime Pay	None	Over 8 hrs., recorded at 1%; paid when O.T. = 40 hrs. (1-40 is comp. time.) Sgts. & above receive 8% annually.	Sgts. & below paid 1% over 40 accum. to 60. (1-60 is comp. time.) Call back or court - 2 hr. minimum at 1%.	1% over 8 by 15 min. minimum, 2X on holidays. Court time - if under 2 hrs., paid 2 hrs. at 1%; if over 2 hrs., paid actual time at 1%. Call back - if off duty or 1 hr. elapsed after shift, 4 hrs. X 1% (minimum) or actual time X 1%. (Capt. & above exempt; they receive comp. time.)	1% over 40 hrs. in 7 days. Call out on Sun. or scheduled day off - 2X. Call back - 4 hrs. X 1 or actual time X 1%, whichever is greater.	1% over 8 hrs. Call back or court - minimum 2 hrs. X 1% or actual time X 1%, whichever is greater.	1% over 8 hrs. Call back or court - 4 hr. minimum at 1%. Sgts. & above receive time for time.	1% over 40 hrs. Call back or court - 3 hr. minimum at 1%. Holidays - 1%.	1% over 40 hrs. 2X on holidays. Court - 1 X 2 hr. minimum paid in 2 hr. increments.
Uniform	\$120/quarter	Furnished as needed. Plain clothes - \$18.55/mo.	Furnished as needed. Plain clothes - \$90/quarter.	Furnished as needed. Plain clothes - \$50/mo.	Furnished as needed. Plain clothes - \$200/year.	Furnished as needed. Plain clothes - \$50/mo.	Patrolman thru captain - \$213.25/qr. Non-uniformed, detectives, majors & chief - \$150/year.	Furnished. Plain clothes - \$600/year.	Furnished as needed.
Cleaning Allowance	No	No	No	\$25/mo. - uniformed. Part of \$50 for plain clothes.	No	\$25/mo. - uniformed. Part of \$50 for plain clothes.	No	Furnished (contract)	Furnished (contract)
Meal Allowance	Included in salary.	No	No	No	No	No	No	If work more than 2 hrs. after shift, actual expense up to \$7.50 (supervisor pays or charged).	No
Educational Incentive	No	\$34.67/mo. Assoc. or 60 hrs. & junior status. \$67.17/mo. 4 year degree.	32 hours - \$10/mo. 64 hours - \$25/mo. BA - \$55/mo. MA - \$70/mo.	Assoc. or 60 hrs. - \$25/mo. 4 year - \$50/mo. Masters & above - \$75/mo.	No	No	Assoc. - \$200/year 4 years - \$500/year	One step for each 15 semester hrs., but never to top step; one step for each 600 hrs. training.	
Hospitalization	Furnished for member	Furnished for member	Furnished for member	Furnished for employee & family	Furnished for employee	Employee pays \$25/mo. single, \$50/mo. family	B.C., B.S. & B. Major. furnished	Furnished for employee	Furnished for member
Life Insurance	\$5,000 furnished	Annual salary to next \$1,000 + \$3,000 furnished	2X annual salary furnished	\$5,000 life & \$5,000 A.D.&D. furnished	\$20,000 furnished	Current month's salary furnished, double if accidental	None	None	Annual salary to next \$1,000 furnished
Retirement	Age 50 & 4 years - 1.25% X avg. highest 3 yrs. X years service	20 yrs. - 40% of last 3 avg. 25 yrs. - 50% of last 3 avg. 30 yrs. - 70% of last 3 avg.	Age 60 & 10 years - (1.2% X avg. last 5 mo. up to \$650; excess over \$650 X 1.5%) X years service. (Early) Age 55 & 10 yrs. service - 68.35% of normal + \$8/mo. X yrs. service to max. of \$160 until age 60.	25 yrs. - 50% of avg. of highest 3 years. 30 yrs. - 60% of avg. of highest 3 years.	(Full) Age 65 - 1% X highest 5 avg. of last 10 X years of service. (If vested) Age 55 - 1% of full	1.25% X avg. high 3 years X years service	20 yrs. = 2/3 salary - avg. high 3 of last 5	Age 55 & 25 years - avg. of highest 35 mo. X 50% minus Soc. Sec. benefit Under age 55 & 25 yrs. service - reduced annuity.	Age 55 & 5 years - 1.25% of avg. of high 5 yrs. X years service
Retirement/ Emp. Contribution	None	7% (gets back in lump sum on retirement)	None	9% (goes to 10% in 1993)	None	4%	7%	2.16%	4%

	MSHP	ST. LOUIS CITY	ST. LOUIS COUNTY	KCPD	JACKSON CO. S.O.	INDEPENDENCE PD	SPRINGFIELD PD	COLUMBIA PD	JEFF CITY PD
Shift Differential	None	5% for 11 p.m. - 7 a.m.	10% after 5 p.m.	None	None	5% for 3 p.m. - 11 p.m. & 11 p.m. - 7 a.m.	None	\$255/hr. for 3 p.m. - 11 p.m. & 11 p.m. - 7 a.m.	None
Annual Vacation	0 - 10 yrs. - 15 days 10 - 15 yrs. - 18 days 15 & over - 21 days	0 - 5 yrs. - 15 days 5 - 10 yrs. - 18 days 10 - 15 yrs. - 24 days 15 - 20 yrs. - 30 days	1 year - 3 weeks 12 years - 4 weeks	0 - 1 yr. - 1 day per mo. 1 - 5 yrs. - 100 hrs. or 12.5 days 5 - 10 yrs. - 20 days 10 - 15 yrs. - 22 days 15 & over - 25 days	0 - 5 yrs. - 10 days 5 - 10 yrs. - 18 days 10 & over - 20 days	0 - 5 yrs. - 2 weeks 5 - 10 yrs. - 3 weeks 10 & over - 4 weeks	1 - 7 yrs. - 10 days + 11 days 8 - 15 yrs. - 15 days + 11 days 16 & over - 20 days + 11 days (See holidays)	0 - 5 yrs. - 10 days 5 - 10 yrs. - 12½ days 10 - 15 yrs. - 15 days 15 - 20 yrs. - 17½ days 20 & over - 20 days	0 - 5 yrs. - 10 days 5 yrs. - 11 days 7 yrs. - 12 days 8 yrs. - 13 days 9 yrs. - 14 days 10 yrs. - 15 days 11 yrs. - 16 days 12 yrs. - 17 days 13 yrs. - 18 days 14 yrs. - 19 days 15 & over - 20 days
No. Paid Holidays	11 - 13	12	10	8	10	10	11 days vacation in lieu of 8 holidays & 3 floating holidays	9	9 (8 & birthday)
Annual Sick Leave (days)	15	20	4 hrs. per pay period	2.3 per 28 days	12	12	12	18	18
Max. Cumulative	None	180	1040 hours	None	180	None	120	None	100
Conversion	84 days = 1 mo.	Lost on retirement	50% accum. to back up retirement date as time off	Added to retirement (4 S.L. days = 1 retirement day)	Lump sum payment at resignation or retirement: 1 yr. - 5%; 2 yrs. - 10%; 3 yrs. - 15%; 4 yrs. - 20%; 5 yrs. - 25%	Lump sum payment to \$1000; if has more than \$1000 in S.L., will pay 1 mo. salary if more	Retirement with 20 yrs. service receive lump sum payment for 75% accum. over 10 days	None	None
Administrative Leave	None	Duty related disabilities (being looked at)	County makes up difference of worker's comp. to max. of 120 days, then must use S.L., comp. time & vac., in that order.	Up to one year at full pay	Yes - informal (not in writing). County pays difference in worker's comp.	No	City supplements worker's comp. up to 6 mo.	City picks up difference of worker's comp. - no max.	City supplements worker's comp. - no max.

*With 4 year degree

APPENDIX D

MISSOURI STATE HIGHWAY PATROL SALARY COMPARED TO OTHER HIGHWAY PATROL AND STATE POLICE AGENCIES

	MISSOURI STATE HIGHWAY PATROL	ARIZONA DEPT. OF PUBLIC SAFETY	CALIFORNIA HIGHWAY PATROL	ILLINOIS STATE POLICE	KANSAS HIGHWAY PATROL	LOUISIANA STATE POLICE	MICHIGAN STATE POLICE	N. CAROLINA HIGHWAY PATROL	OKLAHOMA HIGHWAY PATROL	OREGON STATE POLICE	WASHINGTON HIGHWAY PATROL
TROOPER - ENTRY LEVEL	\$16,692.00	\$19,213.00	\$23,160.00	\$17,832.00	\$17,484.00	\$16,452.00	\$17,710.00	\$16,692.00	\$16,890.00	\$19,154.00	\$19,872.00
TROOPER - MAXIMUM	26,297.20	27,026.00	26,472.00	26,849.00	26,292.00	24,852.00	25,290.00	23,556.00	25,320.00	25,068.00	26,604.00
YEARS TO REACH MAXIMUM SALARY	35	7	3	20	20	10	4	6	7	5	4½
LONGEVITY (BEYOND MAXIMUM SALARY)	None	None	None	None	None	None	None	None	YRS 2-3-\$100/mo. 4-5-\$170/mo. 6-7-\$250/mo. 8-9-\$340/mo. 10-11-\$425/mo. 12-13-\$500/mo. 14-15-\$600/mo. 16-17-\$675/mo. 18-19-\$750/mo. 20-=\$800/mo.	None	Up to \$28,876 in 20 years
OUTSIDE EMPLOYMENT	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
OVERTIME PAY	No	1½ X	1½ X	1 X	Comp. time 1 for 1 Holidays 1½	1½ X to 30 hrs., then comp. time at 1½	1½ X	No	No	1½ X with a \$300/mo. max., then comp. time @ 1½	1½ X or comp. time @ 1½, officer's choice
UNIFORMS	\$120/qtr.	\$60/mo.	\$350/yr.	Furnished as needed	Furnished as needed	Furnished as needed	Furnished as needed	Furnished as needed	\$150/mo.	Furnished as needed (\$55/yr. boot allowance)	Furnished as needed
CLEANING ALLOWANCE	No	No	No	No	\$150/yr.	\$2.50/day	\$250/yr.	No	No	No	No
MEAL ALLOWANCE	Included	No	No	No	No	No	No	No	No	No	No
HOSPITALIZATION	Furnished for member	\$1/mo.	Furnished for member	Furnished for member	Furnished for member	State pays ½	Furnished for member	Furnished for member	Furnished for member	Furnished for mem. & fam.	Furnished for mem. & fam.
SHIFT DIFFERENTIAL	No	No	No	No	No	No	5% 2 pm-5 am	No	No	\$2.27/hr. 6 pm-6 am	No
RETIREMENT/ EMP. CONTRIBUTION	None	8%	8%	9.5%	7%	7%	None	6%	4%	None	7%

APPENDIX E

MISSOURI STATE HIGHWAY PATROL SALARY AND BENEFITS COMPARED TO MISSOURI MUNICIPAL POLICE DEPARTMENTS

	MISSOURI HIGHWAY PATROL	KANSAS CITY POLICE DEPARTMENT	ST. LOUIS CO. POLICE DEPARTMENT	ST. LOUIS POLICE DEPARTMENT	CREVE COEUR POLICE DEPARTMENT	DELLWOOD POLICE DEPARTMENT	DES PERES POLICE DEPARTMENT	FRONTENAC POLICE DEPARTMENT	LAQUE POLICE DEPARTMENT	TOWN & COUNTRY POLICE DEPARTMENT
PATROLMAN— ENTRY LEVEL	\$16,692.00	\$16,104.00 (1982) 17,712.00 (1983)	\$16,710.72	\$16,331.00	\$19,380.00	\$18,179.20	\$17,556.00	\$17,136.00	\$17,952.00	\$18,488.00
PATROLMAN— MAXIMUM	28,297.20	26,232.00 (1982) 28,920.00 (1983)	22,954.00 22,391.00 (6 yr.)	20,360.93	24,732.00	19,032.00	22,392.00	21,170.00	21,852.00	21,802.00
YEARS TO REACH MAX. SALARY	35	10	12	11	4-5	1	5	3	8	2
LONGEVITY (BEYOND MAX. SALARY)	None	None	None	None	\$5/mo. per year after first year	1% for each 2 years up to 5%	None	\$5/mo. per year after first year	\$7/mo. per each year with \$105/mo. maximum	\$14.64/mo. for each 5 years
OUTSIDE EMPLOYMENT	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
OVERTIME PAY	No	1% X over 8 2 X on holidays	1% X over 40 hrs. to 60; paid over 60 (1-60 is comp. time)	1% X over 8 to 40; paid over 40 (1-40 is comp. time)	1 X	Comp. time at 1 X	1% X \$30/holiday bonus	1 X or comp. time	1% X — all duty related	1 X
UNIFORMS	\$120/qr.	Furnished as needed	Furnished as needed	Furnished as needed	\$40/mo.	Initial uniform furnished \$175/yr.	\$30/mo.	Furnished as needed	Initial allowance — \$600; then, \$30/mo.	\$276/yr.
CLEANING ALLOWANCE	No	\$25/mo.	No	No	No	No	No	No	No	No
MEAL ALLOWANCE	Included in salary	No	No	No	No	No	No	No	No	No
HOSPITALIZATION	Furnished for member	Furnished for member and family	Furnished for member	Furnished for member	Furnished for member and family	Furnished for member	Furnished for member and family	Furnished for member and family	Furnished for member and family	Furnished for member and family
SHIFT DIFFERENTIAL	No	No	10% after 5 pm	5% — 11 pm-7 am	No	No	No	No	No	No
RETIREMENT/ EMPLOYEE CONTRIBUTION	None	9%	None	7% (returned in lump sum on retirement)	None	4%	None	4%	3%	2.5%
EDUCATIONAL INCENTIVE	None	Assoc. or 60 hrs.— \$25/mo. 4 year—\$50/mo. Masters & above— \$75/mo.	32 hrs.—\$10/mo. 64 hrs.—\$25/mo. BA—\$55/mo. MA—\$70/mo.	Assoc. or 60 hrs. & junior status— \$35/mo. 4 yr. degree—\$67/mo.	None	% tuition upon completion of course	30 hrs.—\$15/mo. 60 hrs.—\$30/mo. 90 hrs.—\$45/mo. 120 hrs.—\$60/mo. 150 hrs. & above— \$75/mo.	33 hrs.—\$45/mo. Assoc. & above— \$100/mo.	100% of tuition & books up to an Assoc. degree	None

Appendix I

Comparison of State Salaries With Private Industry

NOTE - See also Appendices M, N, and S
for Additional Comparisons
With Private Industry

COMPARISON OF STATE AND PRIVATE INDUSTRY SALARIES FOR SELECTED

PROFESSIONAL AND ADMINISTRATIVE POSITIONS

(American Management Association National Survey 1980-81)

Merit Agency Classification	Merit System Salary		Private Industry Survey Class	Actual Industry Salaries Paid		Percent by which Merit System Differs From Survey Salary	
	Midstep	Maximum		Median	Maximum (3rd Quartile)	Median	Maximum
Dir., Div. of EDP	---	34,000	Electronic Data Processing Executive (companies with sales of 200 to 400 million)	36,400	43,500	---	-27.9
Manager, Programming Analysis	24,312	27,876	Systems and Programming Manager	35,000	39,700	-44.0	-42.4
Manager, Data Processing Operations	22,224	25,452	EDP Operations Manager	30,100	34,100	-35.4	-34.0
Data Base Administrator	24,312	27,876	Data Base Administrator	32,400	35,000	-33.3	-25.6
Manager of Technical Support	24,312	27,876	Software System Programming Manager	34,800	38,500	-43.1	-38.1
Programming Analysis Supv.	22,224	25,452	Programmer/Analyst (Lead)	28,400	30,900	-27.8	-21.4
Programmer Analyst III	20,292	23,232	Senior Programmer/Analyst	24,500	27,200	-20.7	-17.1
Technical Support Supv.	22,224	25,452	Software Systems Programmer (Lead)	31,700	34,400	-42.6	-35.2
Systems Programmer II	21,216	24,312	Software Systems Programmer (Senior)	27,500	29,900	-29.6	-23.0
Dir., Div. of Accounting	---	34,000	General Accounting Exec. (companies with assets over 900 million)	40,700	50,900	---	-49.7
Chief Accountant	21,216	24,312	Accountant (Level IV)	28,000	31,800	-32.0	-30.8
Budget Analyst IV	24,312	27,876	Budget Analyst IV	30,100	34,000	-23.8	-22.0
Personnel Officer II	21,216	24,312	Plant Personnel Officer (500 to 1000 employees)	25,100	28,900	-18.3	-18.9
Personnel Officer III	23,232	26,652	Plant Personnel Officer (1000 to 2000 employees)	27,800	32,600	-19.7	-22.3
Personnel Officer IV	25,452	29,196	Personnel Manager (over 4000 employees)	36,000	41,000	-41.4	-40.4

<u>Merit Agency Classification</u>	<u>Merit System Salary</u>		<u>Private Industry Survey Class</u>	<u>Actual Industry Salaries Paid</u>		<u>Percent by which Merit System Differs From Survey Salary</u>	
	<u>Midstep</u>	<u>Maximum</u>		<u>Median</u>	<u>Maximum (3rd Quartile)</u>	<u>Median</u>	<u>Maximum</u>
Dir., Personnel Division	---	34,000	Personnel Director (employees over 16,000)	39,500	48,000	---	-41.2
Training Technician III	20,292	23,232	Training Specialist III	27,100	31,000	-33.6	-33.4
Personnel Technician II	16,968	19,404	Technical Recruitment Representative (Level 1)	20,800	23,200	-22.6	-19.6
Dir., Div. of Purchasing	---	34,000	Purchasing Agent (volume over 50 million) (top level listed)	32,400	36,500	-10.4	- 7.4
Buyer IV	23,232	26,652	Buyer Level IV	27,700	32,000	-19.2	-20.1
Environmental Engineer IV	25,452	29,196	Environmental Engineer IV	30,600	33,900	-20.2	-16.1
Environmental Section Chief	25,452	29,196	Environmental Engineer V	35,300	39,200	-38.7	-34.3

Personnel Division
Office of Administration

COMPARISON OF MISSOURI MERIT SYSTEM SALARIES WITH HANSEN'S 1981 DATA PROCESSING SURVEY

Merit System Class (Survey class shown beneath)	Merit System Salary*			Government Salaries Nationwide*			Combined Kansas City and St. Louis Private Industry Pay Rates*			Percent by which Merit System Salaries Differ From					
										Government Salaries Nationwide			Combined Kansas City and St. Louis Private Industry Pay Rates		
	Min.	Mid-step	Max.	Min.	Mid-point	Max.	Min.	Mid-point	Max.	Min.	Midpoint	Max.	Min.	Midpoint	Max.
Computer Operator I (Computer Operator B)	10.2	11.6	13.2	10.4	12.3	14.3	11.0	13.1	15.8	- 2.0	- 6.0	- 8.3	- 7.8	-12.9	-19.7
Computer Operator II (Computer Operator A)	12.0	13.6	15.5	13.7	15.9	18.3	13.3	16.3	19.1	-14.2	-16.9	-18.1	-10.8	-19.9	-23.2
Computer Operator III (Computer Operator - Lead)	13.6	15.5	17.7	15.6	18.1	21.1	16.1	20.0	23.8	-14.7	-16.8	-19.2	-18.4	-29.0	-34.5
Manager of Data Proc. Oprs. (Data Processing Oprs. Mgr.)	19.4	22.2	25.5	24.6	29.0	33.7	25.6	32.4	39.2	-26.8	-30.6	-32.2	-32.0	-45.9	-53.7
Programmer Trainee (Applications Programmer C)	10.6	12.1	13.9	13.1	14.9	17.0	12.7	15.3	18.2	-23.6	-23.1	-22.3	-19.8	-26.4	-30.9
Programmer I (Applications Programmer B)	12.5	14.2	16.2	13.7	15.8	18.1	14.4	17.5	20.7	- 9.6	-11.3	-11.7	-15.2	-23.2	-27.8
Programmer II (Applications Programmer A)	14.9	17.0	19.4	16.2	18.7	21.3	16.5	20.5	24.7	- 8.7	-10.0	- 9.8	-10.7	-20.6	-27.3
Programmer III (Applications Programmer Sr.)	16.2	18.5	21.2	17.3	20.4	23.7	18.2	23.1	28.0	- 6.8	-10.3	-11.8	-12.3	-24.9	-32.1
Programmer Analyst I (Systems Analyst/Prog. B)	14.9	17.0	19.4	15.7	18.3	20.8	17.0	21.0	25.1	- 5.4	- 7.6	- 7.2	-14.1	-23.5	-29.4
Programmer Analyst II (Systems Analyst/Prog. A)	16.2	18.5	21.2	17.6	20.4	23.3	18.5	23.0	27.6	- 8.6	-10.3	- 9.9	-14.2	-24.3	-30.2
Programmer Analyst III (Systems Analyst/Prog. Lead)	17.7	20.3	23.2	20.8	24.1	27.4	22.5	28.2	34.1	-17.5	-18.7	-18.1	-27.1	-38.9	-47.0
Programmer Analysis Supv. (Applications Systems Analysis and Programming Supv.)	19.4	22.2	25.5	23.9	28.1	32.5	26.4	33.4	40.6	-23.2	-26.6	-27.5	-36.1	-50.5	-59.2
Manager of Prog. Analysis (Applications Systems Analysis and Programming Manager)	21.2	24.3	27.9	24.9	29.9	35.1	29.4	37.1	45.1	-17.5	-23.0	-25.8	-38.7	-52.7	-61.6

(over)

4-1

Merit System Class (Survey class shown beneath)	Merit System Salary*			Government Salaries Nationwide*			Combined Kansas City and St. Louis Private Industry Pay Rates*			Percent by which Merit System Salaries Differ From					
										Government Salaries Nationwide			Combined Kansas City and St. Louis Private Industry Pay Rates		
	Min.	Mid-step	Max.	Min.	Mid-point	Max.	Min.	Mid-point	Max.	Min.	Midpoint	Max.	Min.	Midpoint	Max.
Systems Analyst II (Systems Analyst A)	16.2	18.5	21.2	19.4	23.0	26.8	**18.8	23.7	28.7	-19.8	-24.3	-26.4	-16.0	-28.1	-35.4
Systems Analyst III (Systems Analyst Lead)	18.5	21.2	24.3	21.7	25.1	28.7	22.0	27.0	32.4	-17.3	-18.4	-18.1	-18.9	-27.4	-33.3
Systems Programmer I (Software Systems Analyst/ Programmer A)	17.0	19.4	22.2	20.2	24.3	28.7	19.9	25.1	30.3	-18.8	-25.3	-29.3	-17.1	-29.4	-36.5
Systems Programmer II (Software Systems Analyst/ Programmer Senior)	18.5	21.2	24.3	21.1	24.4	27.8	22.2	27.8	33.4	-14.1	-15.1	-14.4	-20.0	-31.1	-37.4
Technical Support Supervisor (Software Systems Analysis and Programming Supv.)	19.4	22.2	25.5	26.1	30.5	34.3	***			-34.5	-37.4	-34.5			
Manager of Technical Support (Software Systems Analysis and Programming Manager)	21.2	24.3	27.9	23.5	27.8	32.4	**23.4	30.2	37.0	-10.8	-14.4	-16.1	-10.4	-24.3	-32.6
Data Processing Manager I (Divisional, Subsidiary or Regional Mgr. of Data Proc.)	23.2	26.7	30.6	25.2	32.3	40.2	***			- 8.6	-21.0	-31.4			

*Salaries shown are to the nearest tenth of one thousand.

**St. Louis only.

***Information not available.

Finance, Accounting & Legal Compensation
Survey Results
1982
(A.S. Hansen, Inc. Data)

<u>Selected Positions</u>	<u>Average</u>	<u>Salary</u> <u>75th Percentile</u>
Top Corporate Financial Executive (all industries)	110,200	135,000
Service/Profit Industry	103,500	131,700
Service/Non-Profit	73,000	90,000
Top Division Financial Executive (all industries)	80,200	99,400
Service/Profit	58,500	64,300
Corporate Controller	80,700	99,300
Top Corporate Audit Executive	57,400	66,000
Top Division Audit Manager	40,700	45,100
Senior Auditor	28,300	31,300
Top Corporate Accounting Executive	54,500	63,800
Top Corporate Tax Executive	68,100	81,000
General Counsel	113,800	137,200
Top Division Legal Executive	73,800	85,400
Top Administration Executive	134,800	159,900
Top Personnel Executive	80,600	99,100
Top Data Processing Executive	70,800	80,300

Appendix J

Tables Demonstrating Salary Compression

Personnel Division
Office of Administration

OCCUPATIONAL AREAS IN WHICH THE SALARY COMPRESSION OF TOP
CLASSIFIED POSITIONS WITH DIVISION HEADS SHOULD BE
RELIEVED TO ALLOW NEEDED SALARY RANGE REVISIONS
FOR FY 1984

<u>Occupational Area of the Classified Service</u>	<u>Number of Classes Affected</u>
I. General Administration and Staff Support Classes The classes in this group include the key management functions of government such as fiscal and budget, planning, personnel, data processing, procurement, research, and general management support.	17
II. Employment Security Classes This group of classes includes top administrative and program classes used by the Division of Employment Security.	5
III. Parks and Related Classes Included in this group are several top management positions which involve responsibility at the Assistant Director level.	2
IV. Miscellaneous Health Classes This group of classes includes several top non-medical administrative positions in the health area.	9
V. Laboratory, Engineering and Applied Sciences This group includes several top laboratory, engineering and related administrative positions.	8
VI. Corrections and Youth Services This group includes several top correctional administrative positions in adult corrections, youth services and probation and parole.	4
VII. Family Services and Miscellaneous Public Welfare Positions This group includes top level county directors and several other administrative positions.	4
TOTAL CLASSES	<hr/> 49

NOTE: The salary compression in the state classification and compensation structure extends downward in the above listed occupational areas affecting an increasing number of classes at various levels of responsibility.

EMPLOYEES RECEIVING SALARIES OF
\$30,000 OR HIGHER AS OF JULY 1, 1982*

<u>Merit System Employees</u>	<u>Total Number of Employees</u>
Deputy Department Director	1
Assistant Division Directors	27
Legal	2
Pilot	1
Administrative	70
Data Processing	5
Medical	161
Dental	18
Veterinary Science	2
Nursing	4
Psychology	7
<u>Non-Merit System Employees</u>	Total - 30

GRAND TOTAL - 328

*Note: As used in this table, "employees" refers to persons occupying positions other than department director, deputy department director (exempt), division director and comparable positions.

Appendix K

Hay Associates - 1983 State Government
Survey (All States Data)

July 1982 Salary Rates

HAY ASSOCIATES - 1983 STATE GOVERNMENT SURVEY (ALL STATES DATA)

(July, 1982 Salary Rates)

Title	Hay Survey Salary			Missouri Salary			% Missouri Salary Differs from Survey		
	Min.	Avg.	Max.	Min.	Midstep	Max.	Min.	Midstep	Max.
Governor	35.0	57.3	85.5		55.0		+57.1	- 4.2	-55.5
Director, Department of Social Services	38.3	53.3	92.0		40.0		+ 4.4	-33.3	-130.0
Superintendent, State Highway Patrol	31.0	45.2	70.1		39.2		+26.5	-15.3	-78.8
Director, Department of Agriculture	32.0	45.7	65.7		40.0		+25.0	-14.3	-64.3
Director, Division of Animal Health	26.3	38.2	51.9		32.8		+24.7	-16.5	-58.2
Director, Division of Budget & Planning	34.0	49.8	71.7		34.0		---	-46.5	-110.9
Director, Division of Purchasing	22.0	37.6	60.6		34.0		+54.5	-10.6	-78.2
Director, Dept. of Corrections and Human Resources	32.8	48.6	69.2		40.0		+22.0	-21.5	-73.0
Director, Division of Insurance	25.7	43.5	70.0		34.0		+32.3	-27.9	-105.9
Director, Division of Finance	25.9	42.7	70.0		34.0		+31.3	-25.6	-105.9
Director, Division of Env. Quality	28.5	44.9	62.8		34.0		+19.3	-32.1	-84.7
Director, Division of Parks & Historic Preservation	18.0	37.8	65.7		34.0		+88.9	-11.2	-93.2
Director of Staff, Water Pollution Control	19.0	35.1	60.6		30.0		+57.9	-17.0	-102.0
Director, Division of Personnel	28.5	45.2	65.7		34.0		+19.3	-32.9	-93.2
First Assistant Attorney General	20.0	42.1	68.5		33.7		+68.5	-24.9	-103.3
State Librarian	24.5	39.2	72.7		35.0		+42.9	-12.0	-107.7
Coordinator, Disaster Planning and Operations	22.0	33.3	56.4		32.3		+46.8	- 3.1	-74.1
District Engineer (Metro)	22.5	36.4	63.9		36.0		+60.0	- 1.1	-77.5
Division Engineer, Materials & Research	23.3	38.2	57.9		37.7		+61.8	- 1.3	-53.6
District Engineer Assistant	23.3	35.5	49.0		30.6		+31.3	-16.0	-60.1
Division Engineer, Planning	23.3	41.3	63.2		37.7		+61.8	- 9.5	-67.0
Senior Planning Engineer	14.0	23.6	39.5		26.3		+87.9	+11.4	-50.2

<u>Title</u>	<u>Hay Survey Salary</u>			<u>Missouri Salary</u>			<u>% Missouri Salary Differs from Survey</u>		
	<u>Min.</u>	<u>Avg.</u>	<u>Max.</u>	<u>Min.</u>	<u>Midstep</u>	<u>Max.</u>	<u>Min.</u>	<u>Midstep</u>	<u>Max.</u>
Data Processing									
Manager II	25.4	38.1	55.5	25.2	32.9	33.0	- .8	-15.8	-68.2
Chief of Financial									
Management E.S.	16.8	25.8	52.6	21.1	27.5	27.5	+25.6	+ 6.6	-91.3
Asst. Director,									
Div. of Accounting	19.0	29.3	55.5	25.2	32.2	33.0	+32.6	+ 9.9	-68.2
Asst. Director for									
Budget Analysis	23.6	37.5	55.5	25.2	32.9	33.0	+ 6.8	-14.0	-68.2
Personnel Analyst III	15.4	23.7	34.4	19.3	23.1	25.2	+25.3	- 2.6	-36.5
Personnel Analyst IV	22.5	34.2	57.9	22.0	28.3	28.8	- 2.3	-20.8	-101.0
Librarian	12.0	17.0	25.3	12.7	13.7	16.3	+ 5.8	-24.1	-55.2
E.S. Manager III	17.5	28.4	52.6	18.5	23.9	24.1	+ 5.7	-18.8	-118.3
Graduate Nurse VII	19.4	29.4	44.0	23.1	29.1	30.1	+19.1	- 1.0	-46.2
Clinical									
Psychologist IV	23.3	34.7	58.0	22.0	26.4	28.8	- 5.9	-31.4	-101.4
Vocational									
Rehabilitation									
Specialist I	11.0	19.7	30.2	15.6	20.1	20.2	+41.8	+ 2.0	-49.5
Occupational									
Therapist II	13.5	19.5	30.6	17.0	19.6	22.0	+25.9	+ .5	-39.1
Environmental									
Engineer IV	18.4	27.8	52.6	23.1	29.1	30.1	+25.5	+ 4.7	-74.8
Corrections									
Officer III	12.3	19.6	31.6	13.2	14.8	17.0	+ 7.3	-32.4	-85.9
Corrections									
Superintendent III	23.3	39.8	52.6	24.1	29.8	31.5	+ 3.4	-33.6	-67.0

Appendix L

Comparison of Missouri State Highway Patrol Fringe Benefits With Kansas City Police Department, St. Louis County Police Department, and St. Louis Police Department

Contents

L-1,2	Disability
L-3	Retirement
L-4	Health Insurance
L-5	Life Insurance
L-6	Overtime
L-7	Court Time
L-8	Call Back
L-9	Uniform Allowance
L-10	Educational Incentive

EMPLOYEE BENEFIT COMPARISON - REVISED

DISABILITY BENEFITS

MISSOURI STATE HIGHWAY PATROL-----

At Present	<u>Duty Related</u>	<u>Non-Duty Related</u>
	50% of the compensation being received at incurrence of disability.	1.25% of average final compensation multiplied by years service.
DPS Recommendation	60%	2%

KANSAS CITY POLICE DEPARTMENT -----

<u>Duty Related</u>	<u>Non-Duty Related</u>
60% of the compensation being received at incurrence of disability.	2% of average final compensation multiplied by years service.

SAINT LOUIS COUNTY
POLICE DEPARTMENT-----

<u>Duty Related</u>	<u>Non-Duty Related</u>
80% of the compensation being received at incurrence of disability.	80% of the compensation being received at incurrence of disability.

*SAINT LOUIS POLICE DEPARTMENT -----

After ten (10) years of service, employees are eligible for non-duty related disability benefits.

*Denotes addition of information.

DISABILITY BENEFITS
OF
PATROLMAN WITH 3 YEARS' SERVICE

MISSOURI STATE HIGHWAY PATROL -----

Duty Related

\$8,514/yr.
710/mo.

Non-Duty Related

\$638/yr.
53/mo.

KANSAS CITY POLICE DEPARTMENT -----

Duty Related

*\$ 10,966 /yr.
914 /mo.

Non-Duty Related

*\$ 1,097/yr.
91/mo.

SAINT LOUIS COUNTY
POLICE DEPARTMENT -----

Duty Related

\$15,106/yr.
1,259/mo.

Non-Duty Related

\$15,106/yr.
1,259/mo.

**SAINT LOUIS POLICE DEPARTMENT-----

Unable to locate relative data.

* Denotes correction of data.

**Denotes addition of information.

RETIREMENT BENEFITS

MISSOURI STATE HIGHWAY PATROL ----- Age 55 and 15 years service;
1.25% of average final compensation multiplied by the
number of years creditable
service, multiplied by 1.1/3.

Equals approximately 48% of
salary if years of service
exceed 30.

KANSAS CITY POLICE DEPARTMENT ----- 25 years service - 50% of
average final compensation.

30 years service - 60% of
average final compensation.

SAINT LOUIS COUNTY
POLICE DEPARTMENT ----- Age 60 and 10 years service-
1.2% of average last 5 months
compensation up to \$650;
excess over \$650 at 1.5% mul-
tiplied by the number of years
of creditable service.

30 years service = 42% salary.

Age 55 and 10 years service-
68.35% of normal + \$8/month
multiplied by years of cred-
itable service to a maximum
of \$160 to age 60.

*SAINT LOUIS POLICE DEPARTMENT----- 2% of the average final compensation
(last 3 years) x years of service up
to 25, 4% for each additional year,
maximum pension of 70%.

NO RECOMMENDATIONS

*Denotes addition of information.

HEALTH INSURANCE BENEFITS

MISSOURI STATE HIGHWAY PATROL ----- furnished for employee; coverage for family requires employee contribution of \$23.65/month or \$100.65/month depending upon the deductible chosen.

KANSAS CITY POLICE DEPARTMENT ----- furnished for employee; coverage for family requires contribution of \$10/month by the employee.

SAINT LOUIS COUNTY
POLICE DEPARTMENT ----- furnished for employee.

*SAINT LOUIS POLICE DEPARTMENT ----- furnished for employee; coverage for family requires contribution of \$113.71/year by the employee.

NO RECOMMENDATIONS

*Denotes addition of information.

LIFE INSURANCE BENEFITS

MISSOURI STATE HIGHWAY PATROL ----- Coverage furnished dependent upon number of years creditable service.

<u>Years of Creditable Service</u>	<u>Coverage</u>
6 months but less than 2 years	\$1,000
2 years but less than 3 years	2,000
3 years but less than 4 years	3,000
4 years but less than 5 years	4,000
5 years and more	5,000

KANSAS CITY POLICE DEPARTMENT ----- \$5,000 life and \$5,000 Accidental Death & Disability insurance furnished.

SAINT LOUIS COUNTY
POLICE DEPARTMENT ----- Two times annual salary furnished.

*SAINT LOUIS POLICE DEPARTMENT ----- Employee's salary rate rounded to next higher \$1,000 (plus \$3,000 for police). 100% paid by City.

*Denotes addition of information

OVERTIME PAY

MISSOURI STATE HIGHWAY PATROL ----- None

KANSAS CITY POLICE DEPARTMENT ----- Time and a half over 8 hours
with a 15 minute minimum;
double time on holidays.

(Captains and above excluded;
they receive compensatory
time.)

SAINT LOUIS COUNTY
POLICE DEPARTMENT ----- Sergeants and below paid
time and a half over 40 hours
accumulated to 60 hours; 1
to 60 hours is compensatory
time.

*SAINT LOUIS POLICE DEPARTMENT ----- The first forty (40) hours of over-
time worked are reimbursed as compensa-
tory time off, while any overtime
exceeding this amount is awarded for
monetarily.

DPS NO RECOMMENDATIONS

*Denotes addition of information.

COURT TIME

MISSOURI STATE HIGHWAY PATROL ----- None

KANSAS CITY POLICE DEPARTMENT ----- If under 2 hours, paid for
2 hours at time and a half;
if over 2 hours, paid actual
time at time and a half.

(Captains and above excluded;
they receive compensatory
time.)

SAINT LOUIS COUNTY
POLICE DEPARTMENT ----- If under 2 hours, paid for
2 hours at time and a half;
if over 2 hours, paid actual
time at time and a half.

*SAINT LOUIS POLICE DEPARTMENT ----- Unable to locate relative data.

DPS NO RECOMMENDATIONS

*Denotes addition of information.

CALL BACK

MISSOURI STATE HIGHWAY PATROL ----- No compensation.

KANSAS CITY POLICE DEPARTMENT ----- If off duty or 1 hour has elapsed since end of shift, paid for 4 hours at time & a half or actual time at time and a half, whichever is greater.

SAINT LOUIS COUNTY
POLICE DEPARTMENT ----- Minimum of 2 hours at time and a half.

*SAINT LOUIS POLICE DEPARTMENT ----- Unable to locate relative data.

DPS NO RECOMMENDATIONS

*Denotes addition of information.

UNIFORM ALLOWANCE

MISSOURI STATE HIGHWAY PATROL -----	\$120/quarter
DPS Recommendation	\$150/quarter
KANSAS CITY POLICE DEPARTMENT -----	Uniforms furnished as needed.
	Plain clothes - \$50/mo.
SAINT LOUIS COUNTY POLICE DEPARTMENT -----	Uniforms furnished as needed.
	Plain clothes - \$90/qtr.
*SAINT LOUIS POLICE DEPARTMENT -----	Uniforms furnished as needed.
	Plain clothes - \$222.56/year.

*Denotes addition of information.

EDUCATIONAL INCENTIVE

MISSOURI STATE HIGHWAY PATROL ----- None

KANSAS CITY POLICE DEPARTMENT ----- Associate Degree or 60 hours/
\$25/month.

4 year degree - \$50/month.

Masters Degree & above -
\$75/month.

SAINT LOUIS COUNTY
POLICE DEPARTMENT ----- 32 College hours - \$10/month
64 College hours - \$25/month
Bachelor's Degree - \$55/month
Master's Degree - \$70/month

*SAINT LOUIS POLICE DEPARTMENT ----- Associate Degree or 60 hours -
\$34.67/month.

DPS NO RECOMMENDATION
Bachelor's Degree - \$67.17/month.

*Denotes addition of information.

Appendix M

Comparison of Top Six Elected Positions
With Other Governments and Private Industry

NOTE: Explanation of Fringe Benefits
Can Be Found at pp. N-30,N-32 of Appendix N

ELECTED OFFICIALS

POSITION	CURRENT SALARY			SALARY COMPARISONS FOR EQUIVALENT POSITIONS							
	1. Actual 2. If Adjusted by CPI Since 1978 3. If Adjusted by Merit System Increases Authorized by General Assembly Since 1978	DATE OF LAST RAISE	SALARY HISTORY SINCE 1977	Four Major Neighbors	States With 4-6 Million Population	States With \$3-5 Billion Budgets	Fifty States	Kansas City and St. Louis City	Federal Government	Private Sector	FRINGE BENEFITS
Governor	1. 55,000 2. 55,331 (81,153)* 3. 45,292 (66,145)**	1-1-82	1977 37,500 1978 37,500 1979 37,500 1980 37,500 1981 55,000 1982 55,000	Av. 49,500 AK 35,000 IL 58,000 IO 60,000 KS 45,000	Av. 61,563	Av. 59,900	Av. 55,489	Mayors 35,000 59,000	President \$200,000	Av. \$322,000 75th \$420,000 Percentile Chief Exec. Off.	B
Lt. Governor	1. 30,000 2. 23,608 (44,265)* 3. 19,673 (36,355)**	1-1-82	1977 16,000 1978 16,000 1979 16,000 1980 16,000 1981 30,000 1982 30,000	Av. 22,750 AK 14,000 IL 45,500 IO 18,000 KS 13,500	Av. 37,905	Av. 38,657	Av. 33,255	N/A	Vice President \$79,125	Av. \$134,890 75th \$159,900 Percentile Top Adm. Exec.	B
Secretary of State	1. 42,500 2. 36,887 (62,709)* 3. 30,397 (51,250)**	1-1-82	1977 25,000 1978 25,000 1979 25,000 1980 25,000 1981 42,500 1982 42,500	Av. 34,025 AK 22,500 IL 50,500 IO 35,600 KS 27,500	Av. 38,734	Av. 37,406	Av. 38,287	N/A	N/A	Av. N/A 75th Percentile	B
Auditor	1. 42,500 2. 29,510 (62,709)* 3. 24,439 (51,250)**	1-21-79	1977 20,000 1978 20,000 1979 42,500 1980 42,500 1981 42,500 1982 42,500	Av. 36,806 AK 28,290 IL 48,000 IO 35,600 KS 35,335	Av. 40,773	Av. 43,193	Av. 41,110	52,500 N/A	Comptroller General \$60,662	Av. \$57,400 75th \$66,000 Percentile Top Corporate Audit Exec.	B
Treasurer	1. 42,500 2. 29,510 (62,709)* 3. 24,439 (51,250)**	1-1-82	1977 20,000 1978 20,000 1979 20,000 1980 20,000 1981 42,500 1982 42,500	Av. 33,400 AK 22,500 IL 48,000 IO 35,600 KS 27,500	Av. 42,179	Av. 41,779	Av. 38,401	N/A	Sec of Treasury 69,630	Av. 55,900 75th 62,500 Percentile Div. Treasurer	B
Attorney General	1. 45,000 2. 36,887 (66,398)* 3. 30,397 (54,230)**	1-1-82	1977 25,000 1978 25,000 1979 25,000 1980 25,000 1981 45,000 1982 45,000	Av. 41,000 AK 26,500 IL 50,500 IO 47,000 KS 40,000	Av. 50,292	Av. 49,562	Av. 46,000	48,204 N/A	Atty. Gen. 69,630	Av. 113,800 75th 137,200 Percentile Top Corporate Legal Exec.	B

*Authorized salary for 1978 adjusted by CPI.

**Authorized salary for 1978 adjusted by Merit System increases authorized by General Assembly since 1978.

Appendix N

Comparison of Department Directors, Deputy Directors
Division Directors and Boards and Commissions With
Other States, Kansas City, St. Louis, Federal Government
and the Private Sector Where Appropriate. Also Shown
is Salary History, Date of Last Raise, and What the
Salary Would be if (1) Adjusted by CPI Since 1978 and
(2) if Adjusted by Merit System Authorized Increases
Since 1978. Explanatory Key is Found at N-29, and
Fringe Benefit Key at N-30, 32.

Contents

N-1	Labor & Industrial Relations Commission Board of Probation and Parole State Tax Commission Administrative Hearing Commission
N-2,3	Public Service Commission
N-4,5	Department of Public Safety
N-6	Department of Natural Resources
N-7	Department of Labor and Industrial Relations
N-8	Department of Higher Education
N-9,10	Department of CARL
N-11,12	Department of Agriculture
N-13,14	Department of Social Services
N-15	Department of Conservation
N-16	Department of Corrections & Human Resources
N-17	Department of Elementary & Secondary Education
N-18,19	Department of Mental Health
N-20,21, 22,23, 24	Department of Highways and Transportation
N-25	Department of Revenue
N-26,27 28	Office of Administration
N-29	Explanatory Key
N-30,31, 32	Fringe Benefits Key

LABOR AND INDUSTRIAL RELATIONS COMMISSION

POSITION	CURRENT SALARY			SALARY COMPARISONS FOR EQUIVALENT POSITIONS									
	1. Actual	2. If Adjusted by CPI Since 1978	3. If Adjusted by Merit System Increases Authorized by General Assembly Since 1978	DATE OF LAST RAISE	SALARY HISTORY SINCE 1977	Four Major Neighbors	States With 4-6 Million Population	States With \$3-5 Billion Budgets	Fifty States	Kansas City and St. Louis City	Federal Government	Private Sector	FRINGE BENEFITS
Chairman and 2 Commissioners	1. 40,000 2. 59,020 3. 52,181			7-1-82	1977 28,000 1978 40,000 1979 40,000 1980 40,000 1981 40,000 1982 40,000	Av. 27,748 AK 27,196 IL N/A IO 28,300 KS N/A	Av. N/A	Av. N/A	Av. 36,495	N/A	Exeo. Schedule Level V \$57,500	Av. N/A 75th Percentile	

BOARD OF PROBATION AND PAROLE

Chairman	1. 34,000 2. 39,839 3. 35,683			7-1-80	1977 19,500 1978 27,000 1979 27,000 1980 34,000 1981 34,000 1982 34,000	Av. 37,718 AK \$50/Day + exp. IL 35,000 IO \$14,906 KS 38,436	Av. 39,788	Av. 39,758**	Av. 40,144	N/A	U.S. Parole Commissioners \$57,500	Av. N/A 75th Percentile	A
Member (2)	1. 31,500 2. 36,150 3. 32,467			7-1-80	1977 17,000 1978 24,500 1979 24,500 1980 31,500 1981 31,400 1982 31,500	Av. 34,218 AK \$50/day + exp. IL 30,000 IO \$14,900 KS 38,436	Av. 36,557	Av. 37,915**	Av. 38,100		U.S. Parole Commissioners \$57,500	Av. N/A 75th Percentile	A

* Part-time

** Based on full-time boards - some states have part-time boards.

STATE TAX COMMISSION

Chairman and 2 Commissioners	1. 34,000 2. 36,888 3. 30,397			8-81	1977 18,000 1978 25,000 1979 25,000 1980 25,000 1981 34,000 1982 34,000	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A			
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ADMINISTRATIVE HEARING COMMISSION

3 Commissioners	1. 38,000 2. 28,772 3. 22,658			1980	1977 13,500 1978 19,500 1979 33,000 1980 38,000 1981 38,000 1982 38,000	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	Fed. Adm. Law Judge 48,550 - 72,129	Av. N/A 75th Percentile	
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PUBLIC SERVICE COMMISSION

POSITION	CURRENT SALARY			SALARY COMPARISONS FOR EQUIVALENT POSITIONS								
	1. Actual											
	2. If Adjusted by CPI Since 1978											
	3. If Adjusted by Merit System Increases Authorized by General Assembly Since 1978	DATE OF LAST RAISE	SALARY HISTORY SINCE 1977	Four Major Neighbors	States With 4-6 Million Population	States With \$3-5 Billion Budgets	Fifty States	Kansas City and St. Louis City	Federal Government	Private Sector	FRINGE BENEFITS	
Chairman and 4 Commissioners	1. 40,000	8-80	1977 28,000	Av. 40,454	Av.	Av.	* Av. 41,960	N/A	58,500	Av. N/A	A	
	2. 41,314		1978 28,000	AK 35,615				45,890	**FCC, FERC, IOC	75th		
	3. 33,971		1979 28,000	IL 39,000	(see attached)					Percentile		
			1980 40,000	IO 43,200								
			1981 40,000	KS 44,000								
			1982 40,000									

* 46-state average - other states have part-time commissions or provided no 1982 information.

** Federal Communications Commission, Federal Energy Regulatory Commission, Interstate Commerce Commission

Source: 1981 NARUC Annual Report
on Utility and Carrier Regulation⁸⁰⁰
(National Association of Regulatory
Utility Commissioners)¹²⁸

MoPSC Compensation Information

SALARIES, CHAIRMEN AND COMMISSIONERS (1982)

	State, Federal and Associate Commissions	Chairmen	Commissioners
	Regie Des Services Publics Du Québec	\$71,040	\$56,994-62,432 (Members)
	Alberta Public Utilities Board	\$4,100-71,000	47,700-60,300 (Members)
	- New York Public Service Commission (1) (2)	69,200	59,800
	Quebec Electricity and Gas Board	66,800	50,200-58,000
	New York State Department of Transportation	63,800	54,613
	- Indiana Public Service Commission	40,404-63,128	36,816-57,278
	Nuclear Regulatory Commission	60,663	59,500
FCC	Civil Aeronautics Board	59,500	58,500 (Members)
FERC	Federal Communications Commission	59,500	58,500
	Federal Energy Regulatory Commission	59,500	58,500
ICC	Federal Railroad Administration	59,500 Administrator	58,500 Deputy Administrator
	Interstate Commerce Commission	59,500	58,500
	Postal Rate Commission	59,500	58,500
	- Virginia State Corporation Commission (1) (2)	59,500	58,500
	Nova Scotia Board of Commissioners of Public Utilities	59,350	58,220
	Federal Highway Administration	59,000	52,000-53,000
	National Telecommunications and Information Administration	58,500 Director	58,500 Deputy Director
	Rural Electrification Administration	58,500 Asst. Secretary	54,755 Deputy Asst. Secy.
	Michigan Department of Transportation	58,500 Administrator	58,500 Deputy Administrator
	- Connecticut Department of Public Utility Control (2)	58,000 Director	45,769 Administrator
	- Alaska Public Utilities Commission	47,235-57,983	43,673-53,609
	Alaska Transportation Commission	57,828	57,828
	- California Public Utilities Commission (1) (2)	57,828	57,828
	- New Jersey Board of Public Utilities (2)	57,264	54,556
	- Oregon Public Utility Commissioner (1) (2)	56,000	50,000
	- Florida Public Service Commission (1) (2)	54,384	44,736
	- District of Columbia Public Service Commission	53,000	53,000
	Texas Railroad Commission	52,618	52,618
	- Washington Utilities And Transportation Commission (2)	51,000-51,500	51,000-51,500
	- Texas Public Utility Commission (1) (2)	51,100	46,000
	- Utah Public Service Commission	50,900	50,900
		34,494-50,363	34,494-50,363
	- Wisconsin Public Service Commission (2)	49,210	42,500-46,700
	- North Carolina Utilities Commission	48,928	47,928
	- Michigan Public Service Commission (1) (2)	48,900	44,800
	- Rhode Island Public Utilities Commission	48,300	33,900-35,500
	Wisconsin Transportation Commission	33,000-47,000	30,000-42,000
	- Hawaii Public Utilities Commission	46,300	44,600
	- Tennessee Public Service Commission (2)	46,524	46,524
	- Georgia Public Service Commission (2)	46,300	46,300
	- Nevada Public Service Commission	45,924	43,200
Kansas	- Maryland Public Service Commission (2)	45,400	44,300
	- Kansas State Corporation Commission (2)	45,000	44,000
	- Kentucky Public Service Commission	45,000	44,500
Iowa	- New Mexico Public Service Commission (2)	43,843	40,128
	- Iowa State Commerce Commission (2)	32,400-43,200	32,400-43,200
	- Ohio Public Utilities Commission (1) (2)	42,702	36,000-39,000
	- Pennsylvania Public Utility Commission (1) (2)	42,500	40,000
	- New Hampshire Public Utilities Commission	42,450	42,450
	- Oklahoma Corporation Commission (2) (2)	42,000	30,000
Illinois	- Arizona Corporation Commission (1) (2)	40,500	40,500
	- Illinois Commerce Commission (1) (2)	40,500	39,000
	(Chairman's Annual Salary will change to \$47,500 after January 1983.)		
Missouri	- Colorado Public Utilities Commission	40,000	40,000
	- Missouri Public Service Commission (1) (2)	40,000	40,000
	- West Virginia Public Service Commission (2)	40,000	36,500
	- New Mexico State Corporation Commission	38,500	38,500
	- Louisiana Public Service Commission	37,800	37,800
Arkansas	- Vermont Public Service Board	23,200-37,600*	15,000**
	- Arkansas Public Service Commission	36,987	35,613
	- South Carolina Public Service Commission (2)	36,306	33,366
	- Minnesota Public Utilities Commission	36,000	36,000
	- North Dakota Public Service Commission	33,500	33,500
	- South Dakota Public Utilities Commission	33,340	33,340
	- Massachusetts Department of Public Utilities	33,146*	28,021*
	- Idaho Public Utilities Commission	32,340	32,340
	- Maine Public Utilities Commission	32,137	27,107
	- Montana Public Service Commission	31,077	31,077
	- Mississippi Public Service Commission	31,000	31,000
	Iowa Transportation Regulation Authority	18,000-30,000*	18,000-30,000*
	Puerto Rico Public Service Commission	27,000	24,700
	- Arkansas Transportation Commission	26,184*	25,197*
	- Nebraska Public Service Commission	25,000	25,000
	- Alabama Public Service Commission	23,713*	23,191*
	- Delaware Public Service Commission	6,000**	6,000**
	- Kentucky Railroad Commission	3,600**	3,000**
	- Virgin Islands Public Service Commission	\$38 per meeting**	\$30 per meeting**
	- Wyoming Public Service Commission	Annual Salary Information not available.	

*Information not updated--no response to 1982 Survey of Salaries.

**Part-time.

- * 51 States include D.C. (1) \$46,167 12-state average-240 or more staff
 * - 5 Part-time/no 1982 data (Mo: 7 of 12)
 46 States (2) \$45,245 25-state average-100 or more staff
 (Mo: 20 of 27)
 \$41,960 46-state average (Chm: \$45,219)

DEPARTMENT OF PUBLIC SAFETY

POSITION	CURRENT SALARY			SALARY COMPARISONS FOR EQUIVALENT POSITIONS									
	1. Actual	2. If Adjusted by CPI Since 1978	3. If Adjusted by Merit System Increases Authorized by General Assembly Since 1978	DATE OF LAST RAISE	SALARY HISTORY SINCE 1977	Four Major Neighbors	States With 4-6 Million Population	States With \$3-5 Billion Budgets	Fifty States	Kansas City and St. Louis City	Federal Government	Private Sector	FRINGE BENEFITS
Department Director	1. 40,000 2. 59,020 3. 52,181			1-1-78	1977 25,000 1978 40,000 1979 40,000 1980 40,000 1981 40,000 1982 40,000	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A 44,772	N/A	Av. N/A 75th Percentile	A
Deputy Department Director	1. 31,200 2. 38,847 3. 31,981			1981	1977 21,600 1978 26,328 1979 27,800 1980 29,820 1981 30,000 1982 31,200	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	N/A	Av. N/A 75th Percentile	A
<u>Division Directors</u> Superintendent Highway Patrol	1. 36,888 2. 40,900 3. 41,423			7-82	1977 27,720 1978 27,720 1979 30,240 1980 32,500 1981 37,250 1982 36,888	Av. 36,866 AK 35,360 IL 37,000 IO 35,715 KS 39,385	Av. 43,604	Av. 46,412	Av. 43,710	N/A	N/A	Av. N/A 75th Percentile	A
Liquor Control	1. 34,000 2. 34,305 3. 28,311			5-81	1977 19,380 1978 23,250 1979 30,000 1980 32,700 1981 34,000 1982 34,000	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	N/A	Av. N/A 75th Percentile	A

DEPARTMENT OF PUBLIC SAFETY (Continued)

POSITION	CURRENT SALARY			SALARY COMPARISONS FOR EQUIVALENT POSITIONS									
	1. Actual	2. If Adjusted by CPI Since 1978	3. If Adjusted by Merit System Increases Authorized by General Assembly Since 1978	DATE OF LAST RAISE	SALARY HISTORY SINCE 1977	Four Major Neighbors	States With 4-6 Million Population	States With \$3-5 Billion Budgets	Fifty States	Kansas City and St. Louis City	Federal Government	Private Sector	FRINGE BENEFITS
State Fire Marshall	1. 32,200 2. 32,756 3. 26,822			4-79	1977 18,200 1978 22,200 1979 24,830 1980 28,630 1981 31,630 1982 32,200	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	N/A	Av. N/A 75th Percentile	A
Water Safety	1. 34,000 2. 27,019 3. 22,427			10-80	1977 17,560 1978 18,312 1979 26,060 1980 29,118 1981 33,680 1982 34,000	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	U.S. Coast Guard Captain 28,000 - 48,000	Av. N/A 75th Percentile	A
Adjutant General	1. 34,000 2. 46,035 36,750			7-80	1977 26,000 1978 31,200 1979 33,072 1980 24,000 1981 24,000 1982 34,000	Av. 35,906 AK 34,240 IL 32,500 IO 40,250 KS 36,635	Av. 46,092	Av. 46,838	Av. 43,445	N/A	N/A	Av. N/A 75th Percentile	A
Highway Safety	1. 34,000 2. 50,167 3. 44,681			6-78	1977 28,840 1978 34,000 1979 34,000 1980 34,000 1981 32,433 1982 34,000	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	Reg. Adm. Nat. Hwy. Traffic Adm. 46,685 - 60,689	Av. N/A 75th Percentile	A

DEPARTMENT OF NATURAL RESOURCES

POSITION	CURRENT SALARY			SALARY COMPARISONS FOR EQUIVALENT POSITIONS							
	1. Actual 2. If Adjusted by CPI Since 1978 3. If Adjusted by Merit System Increases Authorized by General Assembly Since 1978	DATE OF LAST RAISE	SALARY HISTORY SINCE 1977	Four Major Neighbors	States With 4-6 Million Population	States With \$3-5 Billion Budgets	Fifty States	Kansas City and St. Louis City	Federal Government	Private Sector	FRINGE BENEFIT
Department Director	1. 40,000 2. 59,020 3. 52,181	1-1-78	1977 30,000 1978 40,000 1979 40,000 1980 40,000 1981 40,000 1982 40,000	Av. 40,130 AK 42,590 IL 40,000 IO 37,800 KS N/A	Av. 46,946	Av. 46,793	Av. 45,628	N/A	Civil Service GS-15 48,553 - 63,115	Vice President McDonald Douglas 57,096 - 89,504 Plant Mgr. Monsanto 61,000 - 71,000	A
Deputy Dept. Director	1. 37,000 2. 53,118 3. 43,505	7-80	1977 N/A 1978 36,000 1979 36,000 1980 36,000 1981 36,000 1982 36,000	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	Civil Service GS-14 41,277 - 53,661	Director McDonald Douglas 52,000 - 81,000	A
Division Directors Management Services	1. 34,000 2. 50,167 3. 36,355	7-80	1977 23,746 1978 30,000 1979 30,000 1980 34,000 1981 34,000 1982 34,000	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	Civil Service GS-12 29,374 - 38,185	Manager, McDonald Douglas 41,964 - 66,052	A
Environmental Quality	1. 34,000 2. 44,265 3. 36,355	7-80	1977 23,746 1978 30,000 1979 30,000 1980 34,000 1981 34,000 1982 34,000	Av. 38,240 AK 33,250 IL 43,000 IO 35,850 KS 40,860	Av. 43,906	Av. 48,777	Av. 45,357	61,020 N/A	Civil Service GS-12 29,374 - 38,185	Manager, McDonald Douglas 41,964 - 66,052	A
Parks and Historic Preservation	1. 34,000 2. 44,265 3. 36,355	7-80	1977 23,746 1978 30,000 1979 30,000 1980 34,000 1981 34,000 1982 34,000	Av. 39,145 AK 36,990 IL 47,540 IO 34,050 KS 38,000	Av. 40,091	Av. 41,696	Av. 40,659	50,280 44,772	Civil Service GS-12 29,374 - 38,185	Manager McDonald Douglas 41,964 - 66,052	A
Energy	1. 34,000 2. 44,265 3. 36,355	7-80	1977 23,746 1978 30,000 1979 30,000 1980 34,000 1981 34,000 1982 34,000	Av. 37,834 AK 32,465 IL 43,000 IO 34,670 KS 41,200	Av. 39,740	Av. 41,683	Av. 40,067	N/A	Civil Service GS-12 29,374 - 38,185	Manager McDonald Douglas 41,964 - 66,052	A

DEPARTMENT OF LABOR AND INDUSTRIAL RELATIONS

POSITION	CURRENT SALARY			SALARY COMPARISONS FOR EQUIVALENT POSITIONS							
	1. Actual 2. If Adjusted by CPI Since 1978 3. If Adjusted by Merit System Increases Authorized by General Assembly Since 1978	DATE OF LAST RAISE	SALARY HISTORY SINCE 1977	Four Major Neighbors	States With 4-6 Million Population	States With \$3-5 Billion Budgets	Fifty States	Kansas City and St. Louis City	Federal Government	Private Sector	FRINGE BENEFIT
Department Director	1. 40,000 2. 59,020 3. 52,191	7-1-78	1977 30,000 1978 40,000 1979 40,000 1980 40,000 1981 40,000 1982 40,000	Av. N/A AK 40,000 IL 43,000 IO 34,130 KS 36,420	Av. 44,471	Av. 45,974	Av. 42,347	N/A	Regional Adm. DCL 57,000 - 60,000	Av. N/A 75th Percentile	A
<u>Division Directors</u>											
1. Workmen's Comp.	1. 41,000 2. 47,806 3. 39,214	8-81	1977 25,770 1978 32,400 1979 34,690 1980 34,000 1981 34,000 1982 41,000	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	Div. Dir. 50,000 - 53,000	Av. N/A 75th Percentile	A
2. Employment Security	1. 37,000 2. 47,806 3. 39,214	7-1-80	1977 27,000 1978 32,400 1979 34,350 1980 37,000 1981 37,000 1982 37,000	Av. 44,759 AK 46,060 IL 55,300 IO 36,900 KS 40,775	Av. 43,110	Av. 45,830	Av. 44,099	N/A	Div. Dir. 50,000 - 53,000	Av. N/A 75th Percentile	A
3. Labor Standards	1. 34,000 2. 44,265 3. 36,355	7-82	1977 25,380 1978 30,000 1979 31,800 1980 34,000 1981 34,000 1982 30,900	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	Div. Dir. 46,000 - 50,000	Av. N/A 75th Percentile	A

DEPARTMENT OF HIGHER EDUCATION

POSITION	CURRENT SALARY			SALARY COMPARISONS FOR EQUIVALENT POSITIONS									
	1. Actual	2. If Adjusted by CPI Since 1978	3. If Adjusted by Merit System Increases Authorized by General Assembly Since 1978	DATE OF LAST RAISE	SALARY HISTORY SINCE 1977	Four Major Neighbors	States With 4-6 Million Population	States With \$3-5 Billion Budgets	Fifty States	Kansas City and St. Louis City	Federal Government	Private Sector	FRINGE BENEFIT:
Commissioner	1. 40,000 2. 59,020 3. 52,181			1-1-78	1977 30,000 1978 40,000 1979 40,000 1980 40,000 1981 40,000 1982 40,000	Av. 52,262 AK 49,000 IL 69,550 IO 44,500 KS 46,000	Av. 57,138	Av. 60,541	Av. 55,290	N/A	Sec. of Ed. 69,630	President of Private Institutions 55,000 - 73,000	A
Deputy Commissioner	1. 39,775 2. 54,594 3. 49,745				1977 30,000 1978 37,000 1979 37,000 1980 37,000 1981 39,000 1982 39,775	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	Deputy Sec. of Education 60,663	Exec. Vice Pres. Private Institutions 36,400 - 60,000	A
<u>Division Directors</u>													
1. Academic Affairs	1. 36,100 2. 46,077 3. 37,812				1977 25,150 1978 31,223 1979 29,000 1980 33,150 1981 35,150 1982 36,100	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	Deputy Under Secretary 52,750	Chief Director Private Institutions 35,400 - 54,700	A
2. Research and Planning	1. 35,000 2. 43,188 3. 36,484			8-82	1977 21,000 1978 29,270 1979 28,500 1980 31,900 1981 33,425 1982 35,000	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	Deputy Under Secretary 52,750	Chief Director Private Institutions 35,400 - 54,700	A
3. State Librarian	1. 34,100 2. 36,297 3. 29,920			7-80	1977 24,000 1978 24,600 1979 29,500 1980 31,284 1981 34,104 1982 34,104	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	Deputy Under Secretary 52,750	Chief Director Private Institution 35,400 - 54,700	A
4. Fiscal Affairs	1. 36,550 2. 46,084 3. 37,825				1977 N/A 1978 31,233 1979 31,233 1980 36,550 1981 36,550 1982 36,550	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	Deputy Under Secretary 52,750	Chief Director Private Institution 35,400 - 54,700	A
5. Financial Aid	1. 36,263 2. 44,470 3. 36,520			7-80	1977 21,000 1978 30,139 1979 32,246 1980 35,310 1981 35,310 1982 36,263	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	Deputy Under Secretary 52,750	Chief Director Private Institution 35,400 - 54,700	A

SALARY COMPARISONS FOR EQUIVALENT POSITIONS

POSITION	CURRENT SALARY			DATE OF LAST RAISE	SALARY HISTORY SINCE 1977	Four Major Neighbors	States With 4-6 Million Population	States With \$3-5 Billion Budgets	Fifty States	Kansas City and St. Louis City	Federal Government	Private Sector	FRINGE BENEFITS
	1. Actual	2. If Adjusted by CPI Since 1978	3. If Adjusted by Merit System Increases Authorized by General Assembly Since 1978										
Department Director	1. 40,000 2. 59,020 3. 52,181			1-1-78	1977 30,000 1978 40,000 1979 40,000 1980 40,000 1981 40,000 1982 40,000	Av. 39,977 AK 26,500 IL 50,500 IO 46,980 KS 35,928	Av. 38,528	Av. 46,335	Av. 38,681	N/A	FLIC Reg. Dir. 57,500	Mo. Credit Union League 40,000 - 60,000	A
Deputy Dept. Dir.	1. 35,000 2. 37,920 3. 31,230			1981	1977 24,800 1978 25,700 1979 35,500 1980 36,000 1981 37,000 1982 36,000	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	U.S. Comm. on Civil Rights/ HUD Reg. Dir. 48,500 - 57,500	K.C. Human Rights Commission Exec. Dir. 34,600 - 52,740	A
<u>Division Directors</u>													
1. Credit Unions	1. 30,000 2. 31,539 3. 26,078			1981	1977 20,550 1978 21,375 1979 25,650 1980 27,690 1981 33,635 1982 30,000	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	Chairman Fed. Home Loan Bank 57,000	Av. N/A 75th Percentile	A
2. Insurance	1. 34,000 2. 42,790 3. 35,164			1980	1977 26,725 1978 29,000 1979 34,440 1980 34,000 1981 39,125 1982 34,000	Av. 36,862 AK 37,450 IL 43,000 IO 32,000 KS 35,000	Av. N/A	Av. N/A	Av. N/A	N/A	N/A	Av. N/A 75th Percentile	A
3. Finance	1. 34,000 2. 44,265 3. 36,355			1979	1977 27,500 1978 30,000 1979 34,000 1980 34,000 1981 34,000 1982 34,000	Av. 48,843 AK 48,853 IL N/A IO N/A KS N/A	Av. 47,625	Av. 51,135	Av. 50,025	61,800 N/A	N/A	Av. N/A 75th Percentile	A
4. Human Rights	1. 34,000 2. 31,192 3. 32,947			1981	1977 25,000 1978 27,140 1979 30,950 1980 33,000 1981 35,450 1982 34,000	Av. 35,000 AK N/A IL 44,000 IO 28,950 KS 32,050	Av. 36,025	Av. 37,083	Av. 37,266	51,420 N/A	N/A	Av. N/A 75th Percentile	A
5. Savings & Loan	1. 32,000 2. 33,937 3. 28,014			1981	1977 24,580 1978 23,000 1979 27,000 1980 29,760 1981 32,000 1982 32,000	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	Dep. Dir. Nat. Credit Union Adm. 41,000 - 57,500	Av. N/A 75th Percentile	A
6. Community and Economic Development	1. 34,000 2. 40,134 3. 33,019				1977 25,000 1978 27,200 1979 29,950 1980 34,000 1981 39,950 1982 34,000	Av. 38,806 AK 41,175 IL 44,000 IO 34,050 KS 36,000	Av. 42,975	Av. 45,268	Av. 41,284	49,500 39,650	Fed. Ins. Adm. Dir. 57,500	Av. N/A 75th Percentile	A

DEPARTMENT OF CONSUMER AFFAIRS, REGULATION AND LICENSING (Continued)

POSITION	CURRENT SALARY			SALARY COMPARISONS FOR EQUIVALENT POSITIONS									
	1. Actual	2. If Adjusted by CPI Since 1978	3. If Adjusted by Merit System Increases Authorized by General Assembly Since 1978	DATE OF LAST RAISE	SALARY HISTORY SINCE 1977	Four Major Neighbors	States With 4-6 Million Population	States With \$3-5 Billion Budgets	Fifty States	Kansas City and St. Louis City	Federal Government	Private Sector	FRINGE BENEFITS
7. Tourism	1. 34,000 2. 36,592 3. 30,159			1981	1977 22,070 1978 24,800 1979 29,580 1980 31,335 1981 34,000 1982 34,000	Av. 31,720 AK 33,250 IL 39,000 IO 30,860 KS 23,770	Av. 37,336	Av. 40,294	Av. 36,057	52,800 38,688	Asst. Sec. Tourism Mkg. Sr. Exeo. 56,945 - 58,500	K.C. Convention Director 37,000 - 42,000	A
8. Arts Council	1. 29,000 2. 28,920 3. 23,962			1982	1977 25,000 1978 19,600 1979 20,400 1980 24,250 1981 31,970 1982 29,000	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	Nat. Endowment on Arts - Dir. 48,555 - 56,643	Mid-America Arts Alliance Exeo. Dir. 54,000	A
9. Professional Registration	1. 29,000 2. 36,024 3. 29,699			1981	1977 23,400 1978 24,415 1979 24,975 1980 26,975 1981 31,485 1982 29,000	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	N/A	Av. N/A 75th Percentile	A
10. Operations	1. 34,000 2. 36,888 3. 30,397			1981	1977 24,100 1978 25,000 1979 30,340 1980 33,930 1981 34,000 1982 34,000	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	N/A	Av. N/A 75th Percentile	A
11. Missouri Housing Development Com.	1. 47,500 2. 47,673 3. 39,108				1977 29,060 1978 32,310 1979 34,000 1980 35,700 1981 37,400 1982 47,500	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	N/A	Av. N/A 75th Percentile	A

DEPARTMENT OF AGRICULTURE

POSITION	CURRENT SALARY			SALARY COMPARISONS FOR EQUIVALENT POSITIONS									
	1. Actual 2. If Adjusted by CPI Since 1978 3. If Adjusted by Merit System Increases Authorized by General Assembly Since 1978	DATE OF LAST RAISE	SALARY HISTORY SINCE 1977	Four Major Neighbors	States With 4-6 Million Population	States With \$3-5 Billion Budgets	Fifty States	Kansas City and St. Louis City	Federal Government	Private Sector	FRINGE BENEFITS		
Department Director	1. 40,000 2. 59,020 3. 52,181	1-1-78	1977 30,000 1978 40,000 1979 40,000 1980 40,000 1981 40,000 1982 40,000	Av. 41,791 AK 42,592 IL 43,000 IO 35,600 KS 45,972	Av. 45,664	Av. 48,388	Av. 44,543	N/A	Secretary of Ag. 69,630	Av. 75th Percentile	N/A	A	
Deputy Dept. Director	1. 37,000 2. 47,806 3. 39,214	7-1-82	1977 24,000 1978 32,400 1979 32,500 1980 37,000 1981 34,980 1982 37,000	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	Deputy Sec. of Ag. 60,662	Av. 75th Percentile	N/A	A	
<u>Division Directors</u>													
1. Animal Health	1. 34,000 2. 40,723 3. 33,495	7-1-80	1977 23,000 1978 27,600 1979 32,860 1980 34,000 1981 34,000 1982 34,000	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	Asst. Sec. of Ag. 58,500	Av. 75th Percentile	N/A	A	
2. Plant Industries	1. 34,000 2. 38,363 3. 31,590	7-1-80	1977 23,000 1978 26,000 1979 32,860 1980 33,400 1981 34,000 1982 34,000	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	Asst. Sec. of Ag. 58,500	Av. 75th Percentile	N/A	A	

DEPARTMENT OF AGRICULTURE (Continued)

POSITION	CURRENT SALARY			SALARY COMPARISONS FOR EQUIVALENT POSITIONS										
	1. Actual	2. If Adjusted by CPI Since 1978	3. If Adjusted by Merit System Increases Authorized by General Assembly Since 1978	DATE OF LAST RAISE	SALARY HISTORY SINCE 1977	Four Major Neighbors	States With 4-6 Million Population	States With \$3-5 Billion Budgets	Fifty States	Kansas City and St. Louis City	Federal Government	Private Sector	FRINGE BENEFITS	
3. State Fair	1. 27,000 2. 31,605 3. 26,131		2-81	*1977 19,473 1978 21,420 1979 26,000 1980 26,000 1981 27,000 1982 27,000	Av. N/A AK IL IO KS		Av. N/A	Av. N/A	Av. N/A	N/A	Asst. Sec. of Ag. 58,500	Av. N/A 75th Percentile	A	
4. Market Development	1. 34,000 2. 38,363 3. 31,590		7-1-80	1977 - 1978 26,000 1979 32,860 1980 34,000 1981 34,000 1982 34,000	Av. N/A AK IL IO KS		Av. N/A	Av. N/A	Av. N/A	N/A	Asst. Sec. of Ag. 58,500	Av. N/A 75th Percentile	A	
5. Grain Inspector	1. 34,000 2. 38,363 3. 31,590		7-1-80	1977 23,000 1978 26,000 1979 32,856 1980 34,000 1981 34,000 1982 34,000	Av. N/A AK IL IO KS		Av. N/A	Av. N/A	Av. N/A	N/A	Asst. Sec. of Ag. 58,500	Av. N/A 75th Percentile	A	
6. Weights and Measures	1. 34,000 2. 38,363 3. 31,590		7-1-80	1977 23,000 1978 26,000 1979 32,860 1980 34,000 1981 34,000 1982 34,000	Av. N/A AK IL IO KS		Av. N/A	Av. N/A	Av. N/A	N/A	Asst. Sec. of Ag. 58,500	Av. N/A 75th Percentile	A	
* A residence is provided on the Fairgrounds the for Fair Director as a part of in-kind benefit.														
7. State Milk Board	1. 24,415 2. N/A 3. 32,358		7-1-82	1977 N/A 1978 N/A 1979 N/A 1980 N/A 1981 N/A 1982 24,415	Av. N/A AK IL IO KS		Av. N/A	Av. N/A	Av. N/A	N/A	Asst. Sec. of Ag. 58,500	Av. N/A 75th Percentile	A	

DEPARTMENT OF SOCIAL SERVICES

POSITION	CURRENT SALARY			SALARY COMPARISONS FOR EQUIVALENT POSITIONS									FRINGE BENEFITS
	1. Actual	2. If Adjusted by CPI Since 1978	3. If Adjusted by Merit System Increases Authorized by General Assembly Since 1978	DATE OF LAST RAISE	SALARY HISTORY SINCE 1977	Four Major Neighbors	States With 4-6 Million Population	States With \$3-5 Billion Budgets	Fifty States	Kansas City and St. Louis City	Federal Government	Private Sector	
Department Director	1. 40,000 2. 59,020 3. 52,181			1-1-78	1977 30,000 1978 40,000 1979 40,000 1980 40,000 1981 40,000 1982 40,000	Av. 42,555 AK 39,200 IL 46,000 IO 48,470 KS 36,550	Av. 44,556	Av. 49,559	Av. 46,368	N/A	Secretary HHS \$69,638	Av. N/A 75th Percentile	A
Deputy Dept. Director	1. 37,000 2. N/A 3. N/A			7-80	1977 N/A 1978 N/A 1979 36,252 1980 37,000 1981 37,000 1982 37,000	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	Asst. Sec. HHS \$58,500	Av. N/A 75th Percentile	A
<u>Division Directors</u> Family Services	1. 34,000 2. 50,167 3. 44,681			7-80	1977 25,937 1978 34,000 1979 34,000 1980 34,000 1981 34,000 1982 34,000	Av. 44,936 AK N/A IL 52,000 IO N/A KS 37,872	Av. 44,966	Av. 46,756	Av. 47,075	49,500 42,666	Div. Director HHS 58,500	Av. N/A 75th Percentile	A
Aging	1. 34,000 2. N/A 3. N/A			7-80	1977 N/A 1978 N/A 1979 34,000 1980 34,000 1981 34,000 1982 34,000	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	Div. Dir. HHS \$58,500	Av. N/A 75th Percentile	A
General Counsel	1. 34,000 2. N/A 3. N/A			7-80	1977 N/A 1978 N/A 1979 32,000 1980 34,000 1981 34,000 1982 34,000	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	Highest level of Att. HHS 48,249	* 65,000 up Corporate Attorney	A
Youth Services	1. 34,000 2. 44,117 3. 36,236			7-80	1977 24,900 1978 29,900 1979 33,920 1980 33,920 1981 33,920 1982 34,000	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	Div. Director HHS 58,500	Av. N/A 75th Percentile	A

* Information provided by Department of Social Services.

DEPARTMENT OF SOCIAL SERVICES (Continued)

POSITION	CURRENT SALARY			SALARY COMPARISONS FOR EQUIVALENT POSITIONS									
	1. Actual	2. If Adjusted by CPI Since 1978	3. If Adjusted by Merit System Increases Authorized by General Assembly Since 1978	DATE OF LAST RAISE	SALARY HISTORY SINCE 1977	Four Major Neighbors	States With 4-6 Million Population	States With \$3-5 Billion Budgets	Fifty States	Kansas City and St. Louis City	Federal Government	Private Sector	FRINGE BENEFITS
Health	1. 60,000 2. 58,975 3. 48,963			10-82	1977 40,580 1978 40,580 1979 34,000 1980 46,000 1981 45,000 1982 60,000	Av. 47,894 AK 49,550 IL 52,000 IO 39,300 KS 50,725	Av. 55,713	Av. 58,185	Av. 54,091	61,560 53,145	Div. Director HHS 58,500	Av. N/A 75th Percentile	A
Personnel Administration	1. 34,000 2. N/A 3. N/A			7-80	1977 N/A 1978 N/A 1979 33,920 1980 34,000 1981 34,000 1982 34,000	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	Director of Personnel HHS \$42,735	* 40,000 - 80,000 Corporate Personnel Officer	A
Planning & Budget	1. 34,000 2. N/A 3. N/A			7-80	1977 N/A 1978 N/A 1979 33,920 1980 34,000 1981 34,000 1982 34,000	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	GS-15 \$46,685 - \$60,689	Av. N/A 75th Percentile	A
EDP	1. 34,000 2. N/A 3. N/A			7-80	1977 N/A 1978 N/A 1979 33,920 1980 34,000 1981 34,000 1982 34,000	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	GS-15 \$46,685 - \$60,689	* 50,000 up Small Corporations	A
*Information provided by Department of Social Services.													
Manpower Planning	1. 34,000 2. 47,068 3. 38,619			7-80	1977 26,580 1978 31,900 1979 33,920 1980 33,920 1981 33,920 1982 34,000	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	Div. Director HHS 58,500	Av. N/A 75th Percentile	A
Finance	1. 34,000 2. N/A 3. N/A			7-80	1977 N/A 1978 N/A 1979 33,920 1980 34,000 1981 34,000 1982 34,000	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	Chief Accts. HHS 43,250	* 45,000 up Corporate Comptroller	A

DEPARTMENT OF CONSERVATION

POSITION	CURRENT SALARY			SALARY COMPARISONS FOR EQUIVALENT POSITIONS									FRINGE BENEFITS
	1. Actual	2. If Adjusted by CPI Since 1978	3. If Adjusted by Merit System Increases Authorized by General Assembly Since 1978	DATE OF LAST RAISE	SALARY HISTORY SINCE 1977	Four Major Neighbors	States With 4-6 Million Population	States With \$3-5 Billion Budgets	Fifty States	Kansas City and St. Louis City	Federal Government	Private Sector	
Department Director	1. 52,000 2. 65,636 3. 53,616			7-82	1977 34,000 1978 44,484 1979 48,000 1980 48,000 1981 48,000 1982 52,000	Av. 37,725 AK 40,000 IL 43,000 IO 34,050 KS 33,850	Av. 44,405	Av. 44,220	Av. 40,670	N/A	*Dir., Fish & Wildlife \$57,500	Av. N/A 75th Percentile	D
Deputy Director (2)	1. 45,544 45,612 2. 52,675 3. 43,147			7-82	1977 29,400 1978 35,700 1979 39,750 1980 43,140 1981 43,140 1982 45,612	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	*Asst. Dir. \$58,500	Av. N/A 75th Percentile	D
<u>Division Directors</u>													
1. Wildlife	1. 34,272 2. 40,281 3. 33,137			7-82	1977 24,440 1978 27,300 1979 30,420 1980 33,000 1981 33,000 1982 34,272	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	*Chief, Wildlife Research \$57,500	Av. N/A 75th Percentile	D
2. Protection	1. 33,456 2. 37,433 3. 30,837			7-82	1977 25,550 1978 25,370 1979 29,675 1980 32,195 1981 32,195 1982 33,456	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	*Chief, Law Enforcement	Av. N/A 75th Percentile	D
3. Fisheries	1. 34,272 2. 37,433 3. 30,826			7-82	1977 27,800 1978 25,360 1979 28,260 1980 33,000 1981 33,000 1982 34,272	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	*Biologist \$57,500	Av. N/A 75th Percentile	D
4. Forestry	1. 35,100 2. 40,281 3. 33,137			7-82	1977 24,444 1978 27,300 1979 31,164 1980 33,800 1981 33,800 1982 35,100	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	*Forest Sup. \$57,500	Av. N/A 75th Percentile	D

* U.S. Fish and Wildlife Service
** Source: U.S. Forest Service

DEPARTMENT OF CORRECTIONS AND HUMAN RESOURCES

POSITION	CURRENT SALARY			SALARY COMPARISONS FOR EQUIVALENT POSITIONS										
	1. Actual	2. If Adjusted by CPI Since 1978	3. If Adjusted by Merit System Increases Authorized by General Assembly Since 1978	DATE OF LAST RAISE	SALARY HISTORY SINCE 1977	Four Major Neighbors	States With 4-6 Million Population	States With \$3-5 Billion Budgets	Fifty States	Kansas City and St. Louis City	Federal Government	Private Sector	FRINGE BENEFITS	
Department Director	1. 40,000				*1977 N/A	Av. 46,577	Av. 46,746	Av. 49,409	Av. 47,543	N/A	Federal Bureau of Prisons \$58,500 ES-4	Av. 75th Percentile	N/A	A
	2. N/A				1978 N/A	AK 41,100								
	3. N/A				1979 N/A	IL 46,000								
					1980 N/A	IO 48,465								
					1981 N/A	KS 50,725								
					1982 40,000									
<u>Division Directors</u>														
<u>Administration</u>	1. 34,000				1977 30,000	Av. N/A	Av. N/A	Av. N/A	Av. N/A	N/A	Federal Bureau of Prisons \$58,500 Asst. ES-4	Av. 75th Percentile	N/A	A
	2. 47,186				1978 31,980	AK								
	3. 38,715				1979 34,000	IL								
					1980 34,000	IO								
					1981 34,000	KS								
					1982 34,000									
Adult Institutions	1. 34,000				1977 N/A	Av. N/A	Av. N/A	Av. N/A	Av. N/A	N/A	Federal Bureau of Prisons \$58,500 Asst. ES-4	Av. 75th Percentile	N/A	A
	2. N/A				1978 N/A	AK								
	3. N/A				1979 N/A	IL								
					1980 N/A	IO								
					1981 N/A	KS								
					1982 34,000									

* The Division of Corrections was a part of the Department of Social Services from 1974 to September 28, 1981 when it became a separate department. During that period the only salary involved for appointed positions was that of the Division Director.

POSITION	CURRENT SALARY			SALARY COMPARISONS FOR EQUIVALENT POSITIONS								FRINGE BENEFITS
	1. Actual 2. If Adjusted by CPI Since 1978 3. If Adjusted by Merit System Increases Authorized by General Assembly Since 1978	DATE OF LAST RAISE	SALARY HISTORY SINCE 1977	Four Major Neighbors	States With 4-6 Million Population	States With \$3-5 Billion Budgets	Fifty States	Kansas City and St. Louis City	Federal Government	Private Sector		
Commissioner	1. 55,500 2. 66,092 3. 54,001	7-1-82	1977 42,408 1978 44,808 1979 47,508 1980 51,780 1981 51,780 1982 55,500	Av. 53,098 AK 48,150 IL 58,000 IO 48,200 KS 58,045	Av. 49,871	Av. 50,009	Av. 48,377	N/A	\$69,630 Secretary of Education	Av. N/A 75th Percentile	E	
Deputy Commissioner	1. 45,108 2. 52,374 3. 42,905	7-1-82	1977 32,292 1978 35,496 1979 38,520 1980 41,988 1981 41,988 1982 45,108	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	\$58,500 Asst. Secretary	Av. N/A 75th Percentile	E	
<u>Assistant Commissioners</u> Instruction	1. 41,412 2. 48,107 3. 38,744	7-1-82	1977 28,644 1978 32,004 1979 35,328 1980 38,508 1981 38,508 1982 41,412	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	Deputy Asst. Director \$58,500	Av. N/A 75th Percentile	E	
Career and Adult	1. 41,148 2. 48,107 3. 38,744	7-1-82	1977 28,644 1978 32,004 1979 35,328 1980 38,508 1981 38,508 1982 41,148	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	Deputy Asst. Director \$58,500	Av. N/A 75th Percentile	E	
Vocational Rehabilitation	1. 41,148 2. 46,920 3. 38,499	7-1-82	1977 28,380 1978 31,800 1979 35,100 1980 38,256 1981 38,256 1982 41,148	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	Deputy Asst. Director \$58,500	Av. N/A 75th Percentile	E	
Administration	1. 41,148 2. 46,920 3. 38,499	7-1-82	1977 28,380 1978 31,800 1979 35,100 1980 38,256 1981 38,256 1982 41,148	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	Deputy Asst. Director \$58,500	Av. N/A 75th Percentile	E	
Urban and Teacher	1. 40,560 2. 46,920 3. 38,499	7-1-82	1977 28,380 1978 31,800 1979 33,756 1980 37,704 1981 37,704 1982 40,560	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	Deputy Asst. Director \$58,500	Av. N/A 75th Percentile	E	
Special Education	1. 41,148 2. 46,920 3. 38,499	7-1-82	1977 28,380 1978 31,800 1979 35,100 1980 38,256 1981 38,256 1982 41,148	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	Deputy Asst. Director \$58,500	Av. N/A 75th Percentile	E	

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DEPARTMENT OF MENTAL HEALTH

POSITION	CURRENT SALARY			SALARY COMPARISONS FOR EQUIVALENT POSITIONS							
	1. Actual 2. If Adjusted by CPI Since 1978 3. If Adjusted by Merit System Increases Authorized by General Assembly Since 1978	DATE OF LAST RAISE	SALARY HISTORY SINCE 1977	Four Major Neighbors	States With 4-6 Million Population	States With \$3-5 Billion Budgets	Fifty States	Kansas City and St. Louis City	Federal Government	Private Sector	FRINGE BENEFITS
*Department Director	1. 68,124 2. 55,331 3. 52,181	7-1-82	1977 35,000 1978 40,000 1979 40,000 1980 40,000 1981 40,000 1982 68,124	Av. 51,992 AK 60,060 IL 52,000 IO 48,467 KS 47,340	Av. 57,609	Av. 60,539	Av. 54,427	N/A	Dir. Nat. Inst. for Mental Health 57,500 - 67,600.	Administrator Barnes Hospital 95,500 - 150,000 Chief Exec. Officer St. Louis Uni. Hospital 80,000 - 110,000	A
Deputy Dept. Director Administration	1. 37,800 2. 49,178 3. 39,116	7-1-82	1977 30,312 1978 32,316 1979 34,260 1980 36,828 1981 36,838 1982 37,800	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	Deputy Dir. for Administration HHS 48,500 - 57,500	Hospital Controller 40,584 - 53,748	A
Deputy Dept. Director Community Placement and Licensing	1. 30,000 2. N/A 3. N/A		1977 N/A 1978 N/A 1979 N/A 1980 26,652 1981 31,008 1982 33,000	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	Div. Dir. HHS 58,500	Av. N/A 75th Percentile	A
Deputy Dept. Director Planning and Evaluation	1. 37,000 2. N/A 3. N/A	New Position	1977 N/A 1978 N/A 1979 N/A 1980 N/A 1981 37,000 1982 37,000	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	Div. Dir. HHS 58,500	Av. N/A 75th Percentile	A

* Salary of Department Director is set by the Mental Health Commission

DEPARTMENT OF MENTAL HEALTH (Continued)

POSITION	CURRENT SALARY			SALARY COMPARISONS FOR EQUIVALENT POSITIONS										
	1. Actual	2. If Adjusted by CPI Since 1978	3. If Adjusted by Merit System Increases Authorized by General Assembly Since 1978	DATE OF LAST RAISE	SALARY HISTORY SINCE 1977	Four Major Neighbors	States With 4-6 Million Population	States With \$3-5 Billion Budgets	Fifty States	Kansas City and St. Louis City	Federal Government	Private Sector	FRINGE BENEFIT	
Deputy Dept. Dir. Manpower Management	1. 34,200 2. N/A 3. N/A			7-1-82	1977 N/A 1978 N/A 1979 N/A 1980 N/A 1981 37,000 1982 34,000	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	Div. Dir. HHS 58,500	Barnes Hospital Div. of Human Resources 45,000	A	
<u>Division Directors</u> Alcohol & Drug Abuse	1. 34,000 2. 44,205 3. 36,306			7-1-77	1977 40,000 1978 29,959 1979 31,800 1980 34,000 1981 34,000 1982 34,000	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	Div. Dir. HHS 58,500	N/A	A	
*Mental Retardation Developmental Disabilities	1. 45,000 2. 52,358 3. 42,892			11-15-80	1977 33,288 1978 35,485 1979 35,485 1980 44,400 1981 45,000 1982 45,000	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	Div. Dir. HHS 58,500	Dir. St. Louis Assn. of Retired Citizens 39,230	A	
*Comprehensive Psychiatric Services	1. 63,700 2. N/A 3. N/A			1982	1977 N/A 1978 N/A 1979 N/A 1980 61,000 1981 61,000 1982 63,700	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	Div. Dir. HHS 58,500	Exec. Dir. Comm. Mental Health Centers 46,788 - 69,174	A	

*With the approval from legislature and concurrence of the Office of Administration, salaries for Mental Retardation-Developmental Disabilities and Comprehensive Psychiatric Services Division Directors were allowed to exceed salary guidelines for Division Directors in the Department.

DEPARTMENT OF HIGHWAYS AND TRANSPORTATION

POSITION	CURRENT SALARY			SALARY COMPARISONS FOR EQUIVALENT POSITIONS								FRINGE BENEFITS
	1. Actual 2. If Adjusted by CPI Since 1978 3. If Adjusted by Merit System Increases Authorized by General Assembly Since 1978	DATE OF LAST RAISE	SALARY HISTORY SINCE 1977	Four Major Neighbors	States With 4-6 Million Population	States With \$3-5 Billion Budgets	Fifty States	Kansas City and St. Louis City	Federal Government	Private Sector		
Chief Engineer	1. 48,816 2. 59,020 3. 52,181	7-1-82	1977 30,000 1978 40,000 1979 40,000 1980 40,000 1981 47,500 1982 48,816	Av. 51,231 AK 57,270 IL 52,000 IO 48,470 KS 47,185	Av. 53,788	Av. 54,156	Av. 47,900	61,200 47,000	RHWA Reg. Admin. 58,500	Av. N/A 75th Percentile	C	
Asst. Chief Engineer	1. 41,016 2. 50,462 3. 41,361	7-1-82	1977 28,500 1978 34,200 1979 37,000 1980 37,000 1981 39,775 1982 41,016	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	RHWA Div. Admin. 57,500	Av. N/A 75th Percentile	C	
Asst. Chief Engineer Planning and Design	1. 38,163 2. 47,275 3. 38,785	7-1-82	*1977 24,912 1978 32,040 1979 34,000 1980 36,550 1981 37,752 1982 38,163	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	RHWA Asst. Div. Adm. 53,661	Av. N/A 75th Percentile	C	
Asst. Chief Engineer Operations	1. 38,163 2. 47,275 3. 38,785	7-1-82	1977 24,912 1978 32,040 1979 34,000 1980 36,550 1981 37,752 1982 38,163	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	RHWA Asst. Div. Adm. 53,661	Av. N/A 75th Percentile	C	

* Division Chiefs' salary history reflects the top of the ranges provided by Missouri Department of Highways and Transportation.

DEPARTMENT OF HIGHWAYS AND TRANSPORTATION (Continued)

CURRENT SALARY			SALARY COMPARISONS FOR EQUIVALENT POSITIONS										
	1. Actual 2. If Adjusted by CPI Since 1978 3. If Adjusted by Merit System Increases Authorized by General Assembly Since 1978	DATE OF LAST RAISE	SALARY HISTORY SINCE 1977	Four Major Neighbors	States With 4-6 Million Population	States With 3-5 Billion Budgets	Fifty States	Kansas City and St. Louis City	Federal Government	Private Sector	FRINGE BENEFITS		
Chief Legal Counsel	1. 39,775 2. 47,275 3. 38,785	7-1-82	1977 24,912 1978 32,040 1979 34,000 1980 36,550 1981 37,752 1982 39,775	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	N/A	Av. N/A 75th Percentile	C		
<u>Division Directors</u>													
1. Accounting	1. 33,110 2. 47,275 3. 38,785	7-1-82	1977 24,912 1978 32,040 1979 34,000 1980 36,550 1981 37,752 1982 33,110	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	N/A	Av. N/A 75th Percentile	C		
2. Construction	1. 36,550 2. 47,275 3. 38,785	7-1-82	1977 24,912 1978 32,040 1979 34,000 1980 36,550 1981 37,752 1982 36,550	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	N/A	Av. N/A 75th Percentile	C		
3. Equipment and Procurement	1. 34,830 2. 47,275 3. 38,785	7-1-82	1977 24,912 1978 32,040 1979 34,000 1980 36,550 1981 37,752 1982 34,830	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	N/A	Av. N/A 75th Percentile	C		

DEPARTMENT OF HIGHWAYS AND TRANSPORTATION (Continued)

POSITION	CURRENT SALARY			SALARY COMPARISONS FOR EQUIVALENT POSITIONS										
	1. Actual 2. If Adjusted by CPI Since 1978 3. If Adjusted by Merit System Increases Authorized by General Assembly Since 1978	DATE OF LAST RAISE	SALARY HISTORY SINCE 1977	Four Major Neighbors	States With 4-6 Million Population	States With \$3-5 Billion Budgets	Fifty States	Kansas City and St. Louis City	Federal Government	Private Sector	FRINGE BENEFITS			
4. Buildings	1. 36,550 2. 47,275 3. 38,785	7-1-82	1977 24,912 1978 32,040 1979 34,000 1980 36,550 1981 37,752 1982 36,550	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	N/A	Av. N/A 75th Percentile	C			
5. Data Processing	1. 29,748 2. 47,275 3. 38,785	7-1-82	1977 24,912 1978 32,040 1979 34,000 1980 36,550 1981 37,752 1982 29,748	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	N/A	Av. N/A 75th Percentile	C			
6. Internal Review Audits & Systems	1. 28,032 2. 47,275 3. 38,785	7-1-82	1977 24,912 1978 32,040 1979 34,000 1980 36,550 1981 37,752 1982 28,032	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	N/A	Av. N/A 75th Percentile	C			
7. Maintenance and Traffic	1. 36,550 2. 47,275 3. 38,785	7-1-82	1977 24,912 1978 32,040 1979 34,000 1980 36,550 1981 37,752 1982 36,550	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	N/A	Av. N/A 75th Percentile	C			

DEPARTMENT OF HIGHWAYS AND TRANSPORTATION (Continued)

POSITION	CURRENT SALARY			SALARY COMPARISONS FOR EQUIVALENT POSITIONS										FRINGE BENEFITS
	1. Actual	2. If Adjusted by CPI Since 1978	3. If Adjusted by Merit System Increases Authorized by General Assembly Since 1978	DATE OF LAST RAISE	SALARY HISTORY SINCE 1977	Four Major Neighbors	States With 4-6 Million Population	States With \$3-5 Billion Budgets	Fifty States	Kansas City and St. Louis City	Federal Government	Private Sector		
8. Personnel	1. 33,110 2. 47,275 3. 38,785			7-1-82	1977 24,912 1978 32,040 1979 34,000 1980 36,550 1981 37,752 1982 33,110	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	N/A	Av. N/A 75th Percentile	C	
9. Planning	1. 36,550 2. 47,275 3. 38,785			7-1-82	1977 24,912 1978 32,040 1979 34,000 1980 36,550 1981 37,752 1982 36,550	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	N/A	Av. N/A 75th Percentile	C	
10. Surveys and Plans	1. 36,550 2. 47,275 3. 38,785			7-1-82	1977 24,912 1978 32,040 1979 34,000 1980 36,550 1981 37,752 1982 36,550	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	N/A	Av. N/A 75th Percentile	C	
11. Materials & Research	1. 36,550 2. 47,275 3. 38,785			7-1-82	1977 24,912 1978 32,040 1979 34,000 1980 36,550 1981 37,752 1982 36,550	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	N/A	Av. N/A 75th Percentile	C	

DEPARTMENT OF HIGHWAYS AND TRANSPORTATION (Continued)

POSITION	CURRENT SALARY			SALARY COMPARISONS FOR EQUIVALENT POSITIONS										
	1. Actual	2. If Adjusted by CPI Since 1978	3. If Adjusted by Merit System Increases Authorized by General Assembly Since 1978	DATE OF LAST RAISE	SALARY HISTORY SINCE 1977	Four Major Neighbors	States With 4-6 Million Population	States With 3-5 Billion Budgets	Fifty States	Kansas City and St. Louis City	Federal Government	Private Sector	PRIME BENEFITS	
12. Public Information	1. 33,110 2. 47,275 3. 38,786			7-1-82	1977 24,912 1978 32,040 1979 34,000 1980 36,550 1981 37,752 1982 33,110	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	N/A	Av. N/A 75th Percentile	C	
13. Right of Way	1. 33,110 2. 47,275 3. 38,786			7-1-82	1977 24,912 1978 32,040 1979 34,000 1980 36,550 1981 37,752 1982 33,110	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	N/A	Av. N/A 75th Percentile	C	
14. Transportation	1. 32,148 2. 47,275 3. 38,786			7-1-82	1977 24,912 1978 32,040 1979 34,000 1980 36,550 1981 37,752 1982 32,148	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	N/A	Av. N/A 75th Percentile	C	

DEPARTMENT OF REVENUE

POSITION	CURRENT SALARY			SALARY COMPARISONS FOR EQUIVALENT POSITIONS								FRINGE BENEFITS
	1. Actual 2. If Adjusted by CPI Since 1978 3. If Adjusted by Merit System Increases Authorized by General Assembly Since 1978	DATE OF LAST RAISE	SALARY HISTORY SINCE 1977	Four Major Neighbors	States With 4-6 Million Population	States With \$3-5 Billion Budgets	Fifty States	Kansas City and St. Louis City	Federal Government	Private Sector		
Department Director	1. 40,000 2. 59,020 3. 52,181	1-1-78	1977 30,000 1978 40,000 1979 40,000 1980 40,000 1981 40,000 1982 40,000	Av. 43,702 AK 38,025 IL 46,000 IO 43,600 KS 47,185	Av. 46,712	Av. 47,681	Av. 45,548	N/A	Sec. of Treasury 69,630	Av. N/A 75th Percentile	A	
Deputy Dept. Director	1. 37,000 2. 44,266 3. 36,355	1-1-78	1977 29,000 1978 30,000 1979 32,100 1980 34,000 1981 37,000 1982 37,000	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	Asst. Sec. of Treasury 58,500	Av. N/A 75th Percentile	A	
<u>Division Directors</u> <u>General Counsel</u>	1. 34,000 2. N/A 3. N/A	8-1-78	1977 N/A 1978 N/A 1979 34,000 1980 34,000 1981 34,000 1982 34,000	Av. N/A AK IL IO KS 34,	Av. N/A	Av. N/A	Av. N/A	N/A	Div. Dir. Treasury 58,500	Av. N/A 75th Percentile	A	
Motor Vehicle and Licensing	1. 34,000 2. 43,306 3. 35,525	7-1-82	1977 20,800 1978 29,350 1979 31,400 1980 34,000 1981 34,000 1982 34,000	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	Div. Dir. Treasury 58,500	Av. N/A 75th Percentile	A	
Administration	1. 34,000 2. 47,505 3. 38,972	7-1-82	1977 N/A 1978 32,196 1979 33,480 1980 34,000 1981 34,000 1982 34,000	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	Div. Dir. Treasury 58,500	Av. N/A 75th Percentile	A	
Compliance	1. 34,000 2. 50,167 3. 44,681	7-1-82	1977 30,960 1978 34,000 1979 36,384 1980 34,000 1981 34,000 1982 34,000	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	Div. Dir. Treasury 58,500	Av. N/A 75th Percentile	A	
Taxation	1. 34,000 2. 38,953 3. 32,065	7-1-82	1977 24,250 1978 26,400 1979 26,400 1980 34,000 1981 34,000 1982 34,000	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	Div. Dir. Treasury 58,500	Av. N/A 75th Percentile	A	

OFFICE OF ADMINISTRATION

POSITION	CURRENT SALARY			SALARY COMPARISONS FOR EQUIVALENT POSITIONS							
	1. Actual 2. If Adjusted by CPI Since 1978 3. If Adjusted by Merit System Increases Authorized by General Assembly Since 1978	DATE OF LAST RAISE	SALARY HISTORY SINCE 1977	Four Major Neighbors	States With 4-6 Million Population	States With \$3-5 Billion Budgets	Fifty States	Kansas City and St. Louis City	Federal Government	Private Sector	FRINGE BENEFITS
Commissioner	1. 40,000 2. 59,020 3. 52,181	1-1-78	1977 30,000 1978 40,000 1979 40,000 1980 40,000 1981 40,000 1982 40,000	Av. 48,180 AK 48,850 IL 45,000 IO N/A KS 50,700	Av. 51,880	Av. 52,935	Av. 50,646	70,980 57,150	Director QMB \$69,630	Av. \$226,000 75th \$299,600 Percentile Chief Operating Officer	A
Deputy Commissioner	1. 37,000 2. 54,593 3. 48,312	1-1-78	1977 25,400 1978 37,000 1979 37,000 1980 37,000 1981 37,000 1982 37,000	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	57,680 N/A	Deputy Dir. QMB \$58,500	Av. N/A 75th Percentile	A
<u>Division Directors</u>											
1. Accounting	1. 34,000 2. 50,167 3. 44,444	7-1-78	1977 27,624 1978 34,000 1979 34,000 1980 34,000 1981 34,000 1982 34,000	Av. 45,760 AK 48,850 IL 48,000 IO 37,570 KS 48,620	Av. 43,300	Av. 39,630	Av. 42,551	N/A	Deputy Asst. Director QMB \$58,500	Av. \$64,500 75th \$63,800 Percentile Top Corporate Acct. Exec.	A
2. Budget and Planning	1. 34,000 2. 50,167 3. 44,444	7-1-78	1977 28,932 1978 34,000 1979 34,000 1980 34,000 1981 34,000 1982 34,000	Av. 43,715 AK 35,360 IL 54,600 IO 37,560 KS 47,340	Av. 48,945	Av. 50,500	Av. 47,743	61,800 N/A	Deputy Asst. Director QMB \$58,500	Av. \$80,700 75th \$99,300 Percentile Corporate Comptroller	A

OFFICE OF ADMINISTRATION (Continued)

POSITION	CURRENT SALARY			SALARY COMPARISONS FOR EQUIVALENT POSITIONS									
	1. Actual	2. If Adjusted by CPI Since 1978	3. If Adjusted by Merit System Increases Authorized by General Assembly Since 1978	DATE OF LAST RAISE	SALARY HISTORY SINCE 1977	Four Major Neighbors	States With 4-6 Million Population	States With \$3-5 Billion Budgets	Fifty States	Kansas City and St. Louis City	Federal Government	Private Sector	FRINGE BENEFITS
3. Design & Construction	1. 34,000 2. 50,167 3. 44,444			7-1-78	1977 28,932 1978 34,000 1979 34,000 1980 34,000 1981 34,000 1982 34,000	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	61,200 45,890	Deputy Asst. Director OMB \$68,500	Av. N/A 75th Percentile	A
4. BDP Coordination	1. 34,000 2. 50,167 3. 44,444			7-1-78	1977 27,624 1978 34,000 1979 34,000 1980 34,000 1981 34,000 1982 34,000	Av. 46,395 AK 44,100 IL 47,540 IO 41,290 KS 52,550	Av. 43,685	Av. 43,375	Av. 43,822	N/A	Deputy Asst. Director OMB \$68,500	Av. \$70,800 75th \$80,300 Percentile Top Data Processing Executive	A
5. Flight Operations	1. 37,000 2. 50,161 3. 41,117			7-1-78	1977 25,188 1978 33,996 1979 33,996 1980 33,996 1981 33,996 1982 33,996	Av. N/A AK IL IO KS	Av. N/A	Av. N/A	Av. N/A	N/A	N/A	Av. N/A 75th Percentile	A
6. General Services	1. 32,952 2. N/A 3. N/A			7-1-82	1977 N/A 1978 N/A 1979 N/A 1980 N/A 1981 N/A 1982 32,952	Av. N/A AK N/A IL N/A IO 36,940 KS N/A	Av. 42,825	Av. 43,280	Av. 43,148	N/A	Deputy Asst. Director OMB \$68,500	Av. N/A 75th Percentile	A

OFFICE OF ADMINISTRATION (Continued)

SALARY COMPARISONS FOR EQUIVALENT POSITIONS													
POSITION	CURRENT SALARY			DATE OF LAST RAISE	SALARY HISTORY SINCE 1977	Four Major Neighbors	States With 4-6 Million Population	States With \$3-5 Billion Budgets	Fifty States	Kansas City and St. Louis City	Federal Government	Private Sector	PRIME BENEFITS
	1. Actual	2. If Adjusted by CPI Since 1978	3. If Adjusted by Merit System Increases Authorized by General Assembly Since 1978										
7. Personnel	1. 34,000			7-1-78	1977 27,624 1978 34,000 1979 34,000 1980 34,000 1981 34,000 1982 34,000	Av. 40,010 AK 35,360 IL 43,000 IO 36,000 KS 45,680	Av. 48,825	Av. 47,635	Av. 45,043	60,000 43,706	Dep. Asst. Director O&B \$68,500	Av. \$80,600 75th \$99,100 Percentile Top Personnel Executive	A
8. Purchasing	1. 34,000			7-1-78	1977 27,624 1978 34,000 1979 34,000 1980 34,000 1981 34,000 1982 34,000	Av. 37,558 AK 35,360 IL 44,400 IO 34,050 KS 36,420	Av. 37,850	Av. 40,060	Av. 37,755		Dep. Asst. Director O&B \$68,500	Av. N/A 75th Percentile	A

CURRENT SALARY

1. Actual
2. If Adjusted by CFI since 1978.
3. If Adjusted by Herit System increases authorized by General Assembly since 1978.

Actual salary paid as of 11-1-82			
Over the period 1-1-78 to 7-1-82, the Consumer Price Index has increased by 47.5% as reported by the U.S. Bureau of Labor Statistics, a Consumer Price Index (11/82).			
The Missouri G. A. has authorized these increases for Herit System employees effective on July 1st of each year:			
1978 Cost of Living (CILA)	6.6%	Herit	1.2%
1979	6%	if	
1980	7.5%	1.5%	
1981	\$360		
1982	if + 600	if	

DATE OF LAST RAISE

Shown is the date on which the most recent raise was given to the occupant of the position, not necessarily to the person in that position at the present.

SALARY HISTORY

SALARY OPERATIONS

Figures shown reflect the actual salary as of July 1st of each year.

The source for salaries reported in the first four columns is Book of the States (The Council of State Governments, 1982), Section III, Table 13, "State Administrative Officials: Annual Salaries," pages 163-167. The figures reflect actual salaries current as of late 1981. "Average" refers to the arithmetical mean.

States With 4-6 Million Population

The states are Georgia, Indiana, Louisiana, Maryland, Massachusetts, Minnesota, Missouri, North Carolina, Tennessee, Virginia, Washington, Wisconsin according to estimates of 1982 population published by the U.S. Bureau of the Census Estimates of Population of States (7/1/82). Missouri's 1981 population is estimated at 4,941,000.

States With 13-25 Million Populations

The states are Alabama, Alaska, Connecticut, Georgia, Indiana, Kentucky, Louisiana, Maryland, Minnesota, Missouri, North Carolina, Oklahoma, Oregon, Tennessee, Virginia, Washington and Wisconsin according to Book of the States, 1982-83.

Fifty States

The fifty-state averages are computed by the Missouri Office of Administration.

Kansas City and St. Louis City

St. Louis City salaries were actual and reflect increases effective on 12-1-82. Kansas City salaries are actual and current as of 11-1-82. Figures compiled by the Missouri Office of Administration from St. Louis City and Kansas City Department's of Personnel.

Federal Government

Salaries shown are current as of 12-1-82. Source: Salaries and Allowances The Executive Branch (The Library of Congress) updated 8-26-82.

Private Sector

Figures shown are reported in A.S. Hanson, Inc., Finance, Accounting, and Legal Compensation, 1982 and reflect salaries current as of 4-1-82 unless otherwise indicated.

FRINGE BENEFITS

<u>Retirement</u>	<u>Holidays</u>	<u>Vacation</u>	<u>Sick Leave</u>	<u>Insurance</u>
<p>(A) Paid by state. Benefits are based on salary and length of service. Salary is determined by taking 1 1/4% of average earnings (computed by averaging 36 consecutive months of service at highest earnings) and multiplying by number of years and months of personal service.</p> <p>Eligibility for full retirement is 15 years of service and age 60. Early retirement can be attained at age 55 with 15 years of service but with reduced benefits. Employee is vested after 10 years of service with benefits deferred until age 65 if he terminates employment.</p>	<p>11 paid holidays plus any primary election day or any general state election day.</p>	<p>10 hours earned for each month of service. After 10 years, employee earns 12 hours and after 15 years, 14 hours are earned. Vacation time can be accumulated up to that earned in 2 calendar years. Accumulated leave will be paid upon termination of employment.</p>	<p>10 hours earned per month of service. No limit for number of hours accumulated. Sick leave is not paid upon termination. One month creditable service is allowed for each 64 days unused sick leave in computing years of service for retirement benefits.</p>	<p><u>Health</u> - Paid by state. Basic Plan and Major Medical (see attached brochure). Employee can enroll family for \$78.00 per month or \$24 if both are employed by the state.</p> <p><u>Life</u> - Paid by state. Coverage depends on length of service: 6 months - \$1,000 up to \$5,000 for over 5 years of service. State offers an optional program for low premium (see attached brochure).</p> <p><u>Disability</u> - Benefits are derived the same as retirement plan. Employee must have 5 years of service to qualify. Minimum benefit after 10 years is \$75.00 per month and \$112.50 per month after 15 years.</p> <p><u>Dental</u> - None.</p>
<u>Retirement</u>	<u>Holidays</u>	<u>Vacation</u>	<u>Sick Leave</u>	<u>Insurance</u>
<p>(B) Paid by state. Benefits are based on salary and length of service. Salary is determined by taking 1 1/4% of average earnings (computed by averaging 36 consecutive months of service at highest earnings) and multiplying by number of years and months of personal service. Elected officials are vested immediately at beginning of term of office.</p>	<p>Same as above.</p>	<p>Same as above.</p>	<p>Same as above.</p>	

<u>Retirement</u>	<u>Holidays</u>	<u>Vacation</u>	<u>Sick Leave</u>	<u>Insurance</u>
<p>(C) Paid by state. Benefits are based on salary and length of service. Salary is determined by taking $1\frac{1}{4}\%$ of average earnings (computed by averaging 36 consecutive months of service at highest earnings) and multiplying by number of years and months of personal service.</p> <p>Eligibility for full retirement is 15 years of service and age 60. Early retirement can be attained at age 55 with 15 years of service but with reduced benefits. Employee is vested after 10 years of service with benefits deferred until age 65 if he terminates employment.</p> <p>Highway Patrol employees can retire at age 55 using same formula except with $1\frac{7}{12}\%$ of years of service. If employee remains unemployed after retirement he receives an additional \$90.00 per month until age 65.</p>	Same as above.	Same as above.	Same as above.	<p>Employee contributes \$35.65 includes life and health.</p> <p><u>Health</u> - Basic Plan - no surgical schedule. Covers up to \$25,000 hospitalization. From \$25,000-\$50,000 employee pays 15% of costs, after \$50,000 employee pays nothing.</p> <p><u>Life</u> - Paid by state. Coverage depends on length of service: 6 months - \$1,000 up to \$5,000 for over 5 years of service. State offers an optional program for low premium.</p> <p><u>Disability</u> - Same except eligibility is after one year of service.</p> <p><u>Dental</u> - none.</p>

<u>Retirement</u>	<u>Holidays</u>	<u>Vacation</u>	<u>Sick Leave</u>	<u>Insurance</u>
<p>(D) Same as above.</p>	Same as above.	Same as above.	Same as above.	<p>Employee pays \$38.17 premium which includes health and life:</p> <p><u>Health</u> - Hospitalization and major medical.</p> <p><u>Life</u> - Basic life \$20,000 accidental addition \$20,000.</p> <p><u>Disability</u> - same as above.</p> <p><u>Dental</u> - none</p>

<u>Retirement</u>	<u>Holidays</u>	<u>Vacation</u>	<u>Sick Leave</u>	<u>Insurance</u>
(E) Employee contributes 9% of salary. Benefits are calculated by averaging 5 highest salaried consecutive years of service divided by 60 times 2½ times years of service. Eligibility is age 60 or 30 years of service.	Same as above.	Same as above.	Same as above.	<p><u>Health</u> - Paid by state. Basic Plan and Major Medical (see attached brochure). Employee can enroll family for \$78.00 per month or \$24 if both are employed by the state.</p> <p><u>Life</u> - Paid by state. Coverage depends on length of service: 6 months - \$1,000 up to \$5,000 for over 5 years of service. State offers an optional program for low premium (see attached brochure).</p> <p><u>Disability</u> - Benefits are derived the same as retirement plan. Employee must have 5 years of service to qualify. Minimum benefit after 10 years is \$75.00 per month and \$112.50 per month after 15 years.</p> <p><u>Dental</u> - None.</p>
(F) Paid by state. Legislators must serve 3 terms to become eligible for retirement at the rate of \$50 per term (\$150.00 minimum). Legislators are vested at the end of 3 terms.	Same as above.	Same as above.	Same as above.	Same as above.

Appendix O

STATE ADMINISTRATIVE OFFICIALS
ANNUAL SALARIES CURRENT AS OF JANUARY, 1982

Source: The Council of State Governments, The Book of the States, 1982-83 (Lexington, Kentucky, 1982), pages 163-167.

Note: Averages and Missouri rank calculated by Missouri Division of Budget and Planning, November, 1982.

Table 13
STATE ADMINISTRATIVE OFFICIALS: ANNUAL SALARIES*

State or other jurisdiction	Governor	Lieutenant governor	Secretary of state	Attorney general	Treasurer	Adjutant general	Administration	Agriculture	Banking	Budget
Alabama	\$50,000	(b)	25,800	49,000	25,800	43,277	...	35,471	43,277	39,702
Alaska	74,196	58,500	(a-4)	57,500	(a-5)	57,500	57,500	64,452	64,452	64,452
Arizona	50,000	...	28,000	45,000	30,000	44,629	58,766	48,901	44,629	48,901
Arkansas	35,000	14,000	22,500	26,500	22,500	34,240	(a-10)	(a-11)	33,500	35,360
California	49,100	42,500	42,500	47,500	42,500	53,119	(c)	54,556	54,556	63,628
Colorado	50,000	32,500	32,500	40,000	32,500	45,400	50,000	50,000	45,816	52,000
Connecticut	42,000	25,000	25,000	38,500	25,000	49,561	67,624	51,467	54,356	67,624
Delaware	35,000	15,500	41,900	37,000	24,000	32,300	35,300	27,800	39,300	41,900
Florida	65,000	56,500	55,500	55,500	55,500	50,112	48,651	55,500	55,500	46,879
Georgia	65,934	28,846	38,400	46,000	35,742	60,456	38,400	38,400	38,400	50,000
Hawaii	50,000	45,000	(a-4)	42,500	...	42,500	...	42,500	(a-25)	42,500
Idaho	40,000	12,000	28,000	35,000	28,000	43,221	43,073	43,073	39,150	41,029
Illinois	58,000	45,500	50,500	50,500	48,000	32,500	45,000	43,000	39,000	54,600
Indiana	48,000	43,600	34,000	39,000	34,000	44,460	48,880	(a-4)	48,880	50,128
Iowa	60,000	18,000	35,600	46,980	35,600	40,248	...	35,600	37,400	(a-5)
Kansas	45,000	13,500	27,500	40,000	27,500	36,636	50,724	45,972	24,348	47,340
Kentucky	50,000	43,229	43,229	43,229	43,229	44,000	47,500	43,229	41,500	45,000
Louisiana	75,400	63,567	55,712	60,169	55,712	60,169	60,311	60,168	43,079	52,908
Maine	35,000	...	25,000	36,637	25,000	25,230	39,749	39,811	34,050	31,928
Maryland	60,000	52,500	36,000	50,000	50,000	41,773	...	52,200	40,500	55,200
Massachusetts	40,000	30,000	30,000	37,500	30,000	40,644	55,000	22,671	35,053	36,796
Michigan	70,000	50,000	60,000	60,000	58,400	50,305	58,400	49,100	45,200	(a-8)
Minnesota	66,500	40,000	16,000	56,000	36,000	60,456	47,000	40,000	36,500	46,291
Mississippi	53,000	34,000	34,000	41,000	34,000	33,000	...	34,000	30,000	40,934
Missouri	55,000	30,000	42,500	45,000	42,500	34,000	40,000	40,000	34,000	34,000
Montana	43,360	31,077	28,685	39,555	26,175	43,000	43,000	43,000	(a-11)	42,500
Nebraska	40,000	32,000	32,000	39,500	32,000	39,231	41,500	34,430	37,788	39,800
Nevada	50,000	8,000	32,500	40,500	31,500	32,500	46,827	35,382	33,103	(a-8)
New Hampshire	51,830	...	36,406	45,039	36,406	29,615	(a-5)	34,553	36,406	36,406
New Jersey	85,000	...	56,000	56,000	56,000	53,500	...	56,000	56,000	55,500
New Mexico	60,000	38,500	38,500	44,000	38,500	40,128	45,000	(c)	42,432	43,824
New York	85,000	60,000	69,000	60,000	49,029	59,800	...	65,700	65,700	67,000
North Carolina	57,864	47,918	47,918	53,966	47,918	39,010	51,307	47,918	46,091	51,337
North Dakota	47,000	46,500	33,500	38,000	33,500	54,600	49,800	33,000	38,000	53,500
Ohio	50,000	30,000	50,000	50,000	50,000	51,000	55,000	43,000	43,000	45,000
Oklahoma	48,000	27,500	24,000	35,000	30,000	45,990	...	40,000	51,000	41,772
Oregon	55,423	...	45,629	53,308	45,619	43,440	52,800	47,844	43,440	47,844
Pennsylvania	66,000	57,500	48,000	55,000	48,000	48,000	49,000	48,000	48,000	49,000
Rhode Island	49,500	35,500	35,500	41,875	35,500	34,620	58,141	(a-12)	30,002	47,284
South Carolina	60,000	30,000	45,000	45,000	45,000	45,000	(a-22)	45,000	37,222	50,234
South Dakota	46,750	8,500	31,749	39,749	31,749	33,850	36,652	33,850	28,036	37,750
Tennessee	68,226	(f)	51,504	73,015	51,504	46,526	(a-10)	46,526	46,526	42,636
Texas	78,700	7,200	52,800	56,200	56,200	56,200	...	56,200	59,496	55,200
Utah	48,000	50,500	...	36,500	33,500	50,363	60,281	42,533	42,533	53,286
Vermont	44,850	19,200	24,380	31,400	24,380	28,579	47,278	32,032	32,115	34,507
Virginia	75,000	16,000	29,200	45,000	53,000	35,500	59,000	44,400	48,723	47,900
Washington	63,000	28,600	31,000	47,100	37,200	50,112	(a-6)	54,000	41,928	66,800
West Virginia	60,000	...	36,000	42,000	39,000	31,500	(a-10)	39,000	33,750	38,316
Wisconsin	65,801	36,151	32,608	50,780	32,608	40,068	65,313	56,000	46,782	(a-8)
Wyoming	55,000	...	37,500	55,500	37,500	40,400	69,216	52,764	52,764	59,712
Fifty-State Average	55,489	33,255	38,287	46,000	38,401	43,445	50,646	44,543	42,104	47,743
Missouri Rank	23	24	15	24	17	41	30	30	39	45

STATE ADMINISTRATIVE OFFICIALS: ANNUAL SALARIES

State or other jurisdiction	Civil rights	Commerce	Community affairs	Comptroller	Consumer affairs	Corrections	Data processing	Disaster preparedness	Education (chief school officer)	Education — higher
Alabama.....	...	\$43,277	\$43,277	\$39,702	(a-1)	\$50,622	\$39,702	\$36,000	\$49,461	...
Alaska.....	\$64,452	57,500	57,500	64,452	50,640	64,452	64,452	64,452	57,500	\$64,452
Arizona.....	58,766	48,901	...	48,901	(a-1)	53,624	53,624	40,716	36,000	63,000
Arkansas.....	...	(a-12)	39,096	(a-10)	(a-1)	41,119	44,101	26,500	48,150	49,000
California.....	49,978	44,011	54,556	42,500	49,990	54,556	52,980	45,452	42,500	56,757
Colorado.....	51,556	39,576	35,892	50,508	(a-1)	54,000	(a-8)	(a-16)	62,519	64,140
Connecticut.....	54,356	58,101	34,817	25,000	58,101	62,488	51,467	34,817	62,488	50,000
Delaware.....	29,600	48,600	48,600	45,700	27,600	46,100	43,200	22,800	64,500	(c)
Florida.....	30,900	50,699	48,150	55,500	37,606	49,460	40,068	29,089	48,981	55,500
Georgia.....	...	52,750	43,475	38,400	43,308	38,400	42,870	(a-16)	43,200	81,700
Hawaii.....	...	(a-7)	...	42,500	(a-25)	(a-3)	(a-22)	(a-16)	42,500	45,000
Idaho.....	22,174	35,454	(a-11)	28,000	(a-1)	37,897	(a-5)	29,754	28,000	43,326
Illinois.....	44,000	39,000	46,000	48,000	(a-1)	46,000	47,544	32,500	58,000	69,550
Indiana.....	33,592	(a-4)	36,816	...	35,802	47,632	33,592	26,520	34,000	70,000
Iowa.....	28,944	39,312	28,080	37,565	(a-1)	(a-3)	41,392	27,800	48,200	44,496
Kansas.....	32,064	47,184	35,304	48,624	35,928	50,724	52,548	36,204	58,045	46,000
Kentucky.....	39,000	41,500	41,500	42,000	47,500	42,000	47,500	43,200	43,229	62,652
Louisiana.....	...	50,812	34,042	(a-8)	30,728	47,386	50,496	38,661	60,169	69,109
Maine.....	24,482	(a-27)	32,968	33,530	32,469	32,802	31,512	25,688	39,479	(a-23)
Maryland.....	42,400	39,400	36,200	50,000	41,400	44,000	(a-5)	30,000	56,800	51,200
Massachusetts.....	25,000	30,741	45,000	35,053	45,000	47,500	63,180	26,025	41,584	41,584
Michigan.....	49,000	55,500	...	46,291	(a-1)	58,400	(a-8)	(a-28)	58,400	56,400
Minnesota.....	33,000	37,531	(a-11)	30,000	45,000	46,291	38,963	45,999	42,000	42,000
Mississippi.....	...	(a-29)	32,000	(a-30)	35,000	38,000	39,915	22,000	34,000	54,000
Missouri.....	34,000	34,000	(a-11)	34,000	30,600	40,000	34,000	34,000	51,780	40,000
Montana.....	26,713	43,000	(a-11)	26,713	25,409	43,000	30,368	27,668	34,120	50,800
Nebraska.....	35,748	38,063	(a-11)	35,200	(a-1)	43,600	38,500	(a-16)	48,000	41,366
Nevada.....	28,000	40,000	29,000	31,500	25,982	44,000	38,500	25,127	34,812	40,509
New Hampshire.....	20,885	34,553	23,985	45,039	(a-1)	34,553	36,406	34,750	41,333	30,654
New Jersey.....	53,461	56,000	56,000	54,052	55,500	56,000	55,500	39,892	56,000	56,000
New Mexico.....	30,516	45,000	43,128	43,128	(a-1)	50,000	43,824	(a-16)	50,000	44,520
New York.....	59,800	65,700	69,000	60,000	55,300	69,200	(a-6)	53,330	76,100	(a-23)
North Carolina.....	(a-8)	49,178	39,753	(a-22)	48,145	49,178	43,160	43,760	53,966	78,750
North Dakota.....	...	42,000	...	36,000	30,000	35,300	44,500	33,100	34,000	60,700
Ohio.....	35,000	47,000	(a-11)	(a-21)	(a-1)	47,000	36,000	(a-16)	53,500	85,000
Oklahoma.....	24,000	40,000	40,000	32,000	35,000	49,500	...	29,864	35,000	78,000
Oregon.....	34,020	47,844	44,532	43,440	43,440	47,844	43,440	32,400	45,619	69,516
Pennsylvania.....	42,152	48,000	48,000	43,000	42,152	47,511	42,152	42,152	49,000	49,000
Rhode Island.....	26,680	50,902	34,238	40,046	24,613	47,956	38,238	27,269	53,140	(a-23)
South Carolina.....	38,475	(a-27)	28,355	45,000	41,000	49,269	(a-22)	(a-16)	45,000	54,249
South Dakota.....	25,013	34,347	(a-27)	26,499	(a-1)	37,749	48,000	23,594	36,005	46,057
Tennessee.....	32,220	51,510	(a-11)	51,510	32,220	46,526	42,636	32,220	51,510	59,500
Texas.....	...	(a-27)	41,000	56,200	38,800	55,000	35,000	27,500	55,000	55,000
Utah.....	...	53,286	53,286	47,606	36,496	50,363	53,286	38,419	60,281	64,519
Vermont.....	(a-1)	41,508	31,220	(a-10)	(a-1)	34,985	29,370	24,024	37,876	...
Virginia.....	...	36,700	44,400	47,900	(a-29)	50,100	43,200	42,000	59,500	56,200
Washington.....	45,500	47,200	(a-11)	(a-22)	(a-1)	56,388	51,180	36,100	48,900	52,680
West Virginia.....	30,942	50,628	34,860	(a-10)	(a-1)	33,750	36,312	28,125	56,200	64,692
Wisconsin.....	42,462	51,482	(a-11)	(a-8)	(a-1)	52,866	(a-4)	35,588	58,139	42,500
Wyoming.....	...	(a-27)	(a-27)	37,900	(a-1)	52,764	59,712	41,232	37,500	32,300
Fifty-State Average	37,266	45,370	41,086	42,551	38,681	47,543	43,822	33,834	48,377	55,290
Missouri Rank	19	41	0	31	24	39	37	19	20	42

STATE ADMINISTRATIVE OFFICIALS: ANNUAL SALARIES

State or other jurisdiction	Elections administration	Employment services	Energy resources	Environmental conservation	Finance	Fish & game	General services	Health	Highway patrol	Highways	Historic preservation
Alabama	(a-2)	\$39,702	35,000	(c)	\$43,277	\$34,463	\$25,337	\$68,003	\$43,277	\$43,277	\$31,629
Alaska	\$64,452	64,452	64,452	57,500	64,452	37,500	64,452	37,500	64,452	64,452	64,452
Arizona	(a-2)	40,716	(a-7)	58,766	53,624	35,624	(a-8)	77,349	51,224	(a-9)	40,716
Arkansas	...	46,061	32,464	33,254	48,833	40,000	...	49,532	35,360	(a-9)	26,624
California	(a-2)	54,556	49,888	49,590	63,628	49,990	54,556	99,079	54,556	(a-9)	(a-13)
Colorado	(a-2)	41,556	39,576	(a-17)	50,000	45,816	(a-8)	65,000	48,108	53,028	35,520
Connecticut	36,211	54,356	51,467	62,488	67,624	32,188	(a-8)	67,088	51,467	54,356	32,188
Delaware	26,000	(a-14)	34,500	42,600	46,200	30,500	(a-8)	44,500	38,000	(a-9)	34,300
Florida	40,250	42,200	41,166	49,731	(a-5)	48,150	49,500	59,400	40,660	(d)	36,150
Georgia	(a-2)	(a-14)	39,500	(a-12)	(c)	41,200	(a-8)	61,626	42,315	(a-9)	(a-12)
Hawaii	(a-4)	(a-26)	(a-7)	(a-17)	(a-22)	(a-12)	(a-5)	42,500	...	(a-9)	(a-12)
Idaho	(a-2)	45,247	34,389	41,217	41,029	44,140	(a-8)	46,353	34,765	(a-9)	34,034
Illinois	25,000	55,296	43,000	43,000	(c)	43,000	(a-8)	52,000	37,000	(a-9)	41,256
Indiana	24,388	40,404	30,324	57,148	(c)	29,562	25,272	63,128	48,800	52,910	29,692
Iowa	26,770	36,900	34,668	35,856	(a-5)	34,050	36,936	39,312	35,714	(a-9)	26,244
Kansas	28,104	40,776	41,196	40,860	(c)	33,864	(a-8)	50,724	39,384	47,340	37,776
Kentucky	38,568	45,000	43,500	47,500	47,500	35,000	(a-10)	61,464	47,500	(a-9)	28,788
Louisiana	60,168	50,812	(a-12)	48,602	(a-8)	33,020	(a-8)	35,000	47,497	(a-9)	23,860
Maine	(a-2)	34,528	36,582	32,802	(a-8)	28,434	...	49,670	36,920	29,869	23,338
Maryland	34,100	34,736	38,600	(a-12)	(a-5)	37,516	52,200	52,174	44,000	48,200	32,800
Massachusetts	31,610	34,991	43,000	30,071	55,000	28,021	36,796	48,394	30,705	34,876	(a-2)
Michigan	(a-2)	50,800	45,200	(a-8)	(a-8)	49,485	(a-8)	69,500	53,500	58,400	41,488
Minnesota	(a-2)	46,291	46,291	40,000	30,000	(a-12)	47,000	49,000	43,347	(a-9)	...
Mississippi	(a-2)	34,000	37,600	39,600	(a-22)	38,750	...	46,000	31,000	38,580	27,000
Missouri	23,700	34,000	34,000	34,000	(a-8)	39,100	...	45,000	32,500	47,500	25,000
Montana	(a-2)	42,074	31,108	(a-17)	(c)	43,000	25,131	48,000	11,436	43,000	29,349
Nebraska	(a-2)	(a-14)	32,330	34,288	(a-8)	(a-13)	(a-8)	53,600	38,121	41,113	32,883
Nevada	(a-2)	38,231	38,800	36,236	(a-5)	33,103	40,240	34,812	40,509	(a-9)	38,231
New Hampshire	(a-2)	25,506	32,000	(c)	(a-5)	34,553	...	45,039	34,553	41,333	20,027
New Jersey	(a-2)	50,914	56,000	56,000	(a-21)	50,914	(a-21)	56,000	55,500	(a-9)	28,353
New Mexico	29,064	45,000	45,000	42,432	(a-8)	43,128	(a-8)	42,432	44,520	50,000	43,824
New York	56,500	57,910	65,700	65,700	...	(a-20)	65,700	69,200	65,700	(a-9)	(a-13)
North Carolina	48,145	46,091	43,760	44,777	(c)	36,750	(a-8)	82,139	45,877	46,229	32,848
North Dakota	(a-2)	45,600	35,000	51,500	(a-22)	36,000	41,900	52,000	34,000	52,500	31,800
Ohio	(a-2)	35,000	43,000	35,000	(a-22)	35,000	(a-8)	51,000	(a-19)	52,000	...
Oklahoma	44,000	40,000	28,590	(a-17)	(a-21)	42,500	32,648	71,500	41,888	(a-9)	29,240
Oregon	45,619	47,844	47,844	47,844	(a-8)	45,376	47,844	43,440	47,844	47,844	(a-9)
Pennsylvania	34,856	42,152	44,338	55,000	(a-8)	42,152	51,500	51,500	51,500	47,600	34,856
Rhode Island	22,859	43,665	32,295	(a-12)	(a-8)	24,613	34,620	49,093	48,363	31,151	27,788
South Carolina	38,640	52,360	38,101	(a-17)	(a-22)	49,972	(a-22)	63,412	41,606	54,587	30,168
South Dakota	(a-2)	31,154	33,250	39,000	37,750	26,956	(a-8)	34,346	32,749	36,450	23,737
Tennessee	26,784	46,526	39,264	42,636	51,510	45,924	46,526	56,339	46,526	(a-9)	29,376
Texas	(a-2)	46,300	39,600	(c)	(c)	(a-13)	47,400	55,000	55,000	55,700	39,200
Utah	(a-4)	56,376	42,533	50,363	53,286	47,606	(a-8)	42,533	38,419	(a-9)	42,533
Vermont	(a-2)	34,507	29,993	42,411	34,507	33,758	(a-8)	48,484	38,147	(a-9)	28,849
Virginia	37,900	43,200	(a-37)	(c)	(a-8)	39,200	47,900	59,900	43,200	54,100	31,300
Washington	31,176	54,000	40,300	(a-33)	(a-22)	(h)	54,000	68,700	54,000	(a-9)	36,100
West Virginia	(a-2)	31,500	29,520	41,112	42,192	33,252	21,804	50,675	39,375	43,875	33,750
Wisconsin	40,165	(a-14)	(a-8)	(a-12)	(a-8)	(a-12)	(a-8)	47,521	44,472	(a-9)	31,729
Wyoming	(a-2)	61,188	37,344	58,236	(c)	67,500	(a-8)	69,216	52,764	70,556	34,692
Fifty-State Avg.	36,601	44,099	40,067	45,357	50,025	40,670	43,148	54,091	43,710	47,900	32,987
Missouri Rank	24	41	35	32	0	24	0	41	45	16	39

STATE ADMINISTRATIVE OFFICIALS: ANNUAL SALARIES

State or jurisdiction	Industrial development	Insurance	Labor & Industrial relations	Licensing	Mental health	Natural resources	Parks & recreation	Personnel	Planning	Post Audit
Alabama	\$43,277	\$43,277	\$43,277	...	\$43,292	\$43,277	\$36,101	\$43,277	\$43,277	\$40,000
Alaska	64,452	64,452	64,452	64,452	64,452	57,500	64,452	64,452	54,000	50,640
Arizona	48,901	44,629	53,624	...	93,078	...	44,629	53,624	44,629	53,597
Arkansas	41,176	37,450	40,018	...	60,060	42,592	36,989	35,360
California	(a-14)	54,556	54,556	(a-15)	59,079	63,628	49,990	54,556	50,778	(a-10)
Colorado	(a-11)	45,816	50,000	50,000	48,108	58,000	45,816	52,000	41,556	48,000
Connecticut	(a-11)	54,556	58,101	...	67,088	(a-20)	34,817	54,556	44,726	51,546
Delaware	29,600	24,000	37,300	23,700	44,400	41,900	31,000	31,400	44,900	24,000
Florida	46,999	(a-21)	47,250	41,250	43,000	49,500	36,500	44,075	(a-22)	58,000
Georgia	(a-11)	(a-3)	53,460	(a-2)	65,000	50,572	42,027	44,820	(a-22)	38,400
Hawaii	(a-7)	(a-25)	42,500	42,500	(a-17)	42,500	(a-12)	42,500	42,500	(a-5)
Idaho	(a-11)	36,331	38,126	36,331	33,742	...	42,031	44,140	(a-22)	38,126
Illinois	(a-11)	43,000	43,000	44,000	52,000	40,000	47,544	43,000	...	48,000
Indiana	35,074	44,440	32,084	...	48,880	46,566	33,384	46,566	30,524	34,000
Iowa	34,050	32,000	34,128	...	(a-3)	37,800	34,050	36,000	35,640	35,600
Kansas	36,000	35,000	36,420	...	47,340	...	38,016	45,684	(a-22)	35,334
Kentucky	(a-11)	45,000	41,500	(a-10)	(a-17)	45,000	41,500	45,000	...	43,229
Louisiana	50,812	53,712	50,812	(c)	39,766	53,020	47,497	50,760	38,159	48,600
Maine	34,445	30,930	25,230	...	28,933	34,445	28,475	39,479	38,750	23,067
Maryland	36,200	47,800	44,600	34,736	(a-17)	52,200	38,800	52,200	52,200	46,500
Massachusetts	30,741	35,000	29,086	16,095	48,394	30,071	27,882	36,796	(a-18)	30,000
Michigan	56,710	45,200	53,500	49,000	69,300	53,500	48,734	60,552	...	64,800
Minnesota	46,000	36,500	40,000	...	46,291	47,000	43,347	47,000	46,291	46,000
Mississippi	45,000	34,000	53,000	39,520	36,500	31,500	34,000	34,000
Missouri	(a-11)	34,000	40,000	29,000	63,768	40,000	34,000	34,000	...	42,500
Montana	(a-11)	28,685	43,000	(a-11)	43,000	43,000	(a-33)	27,435	(a-11)	31,824
Nebraska	(a-11)	35,967	33,983	(a-17)	(a-31)	38,000	48,143	35,292	32,659	32,000
Nevada	38,800	36,236	31,445	...	40,240	38,944	30,824	38,231	33,103	...
New Hampshire	30,654	41,333	34,553	...	45,039	34,553	34,553	41,333	29,755	45,039
New Jersey	48,493	56,000	56,000	43,979	55,500	56,000	53,461	56,000	55,500	...
New Mexico	38,580	41,736	35,328	...	(a-17)	45,000	40,128	43,824	40,128	38,500
New York	(a-11)	65,700	65,700	48,351	69,200	(a-20)	65,700	65,700	...	(a-5)
North Carolina	43,760	47,918	47,918	(c)	86,247	49,178	39,753	47,489	...	47,918
North Dakota	(a-11)	33,500	33,500	...	(a-3)	...	36,000	43,500	...	33,500
Ohio	33,000	43,000	43,000	...	55,000	47,000	36,000	39,000	35,000	17,000
Oklahoma	32,700	32,000	24,000	...	71,510	...	(a-34)	42,000	...	(a-21)
Oregon	44,532	43,440	45,619	(a-11)	64,152	(c)	43,440	(a-8)	47,844	(a-2)
Pennsylvania	34,856	48,000	33,389	37,907	47,600	40,700	42,152	42,152	44,538	48,000
Rhode Island	(a-11)	26,680	36,947	24,613	56,332	43,665	26,680	38,238	34,620	(c)
South Carolina	55,730	49,059	40,247	...	61,591	...	43,064	46,326	42,941	50,234
South Dakota	34,347	27,706	27,750	28,000	29,215	39,000	26,952	33,750	34,999	32,318
Tennessee	38,808	46,526	46,526	(c)	56,339	46,526	35,340	46,526	38,808	(a-5)
Texas	39,200	49,600	38,600	...	(a)	(a-35)	49,300	...	(a-22)	55,200
Utah	40,463	42,533	44,955	38,419	50,363	53,286	47,606	53,286	38,419	33,500
Vermont	33,779	(a-36)	32,115	(a-2)	45,822	(a-20)	34,403	36,067	37,190	24,380
Virginia	48,900	48,723	40,200	(c)	60,000	44,400	(a-12)	47,900	(a-22)	51,230
Washington	(a-11)	37,200	54,000	37,056	68,700	42,800	51,000	54,000	41,928	37,200
West Virginia	34,860	31,500	31,500	...	(a-17)	42,192	33,252	33,750	(a-11)	44,874
Wisconsin	(a-11)	42,000	55,000	35,866	(a-3)	61,026	(a-12)	52,458	(a-22)	(c)
Wyoming	52,764	48,996	46,644	...	50,244	...	47,832	59,712	50,244	46,644
Fifty-State Average	41,284	41,902	42,346	38,171	54,427	45,628	40,659	45,043	41,197	41,110
Missouri Rank	0	36	29	15	11	29	37	44	0	20

STATE ADMINISTRATIVE OFFICIALS: ANNUAL SALARIES

State or other jurisdiction	Pre audit	Public library	Public utility regulation	Purchasing	Social services	Solid waste	Taxation	Tourism	Transportation	Welfare
Alabama	\$39,702	\$38,506	\$29,315	\$32,877	43,277	564,452	\$43,227	\$43,227	...	(a-3)
Alaska	34,140	64,452	49,000	(a-6)	64,452	57,500	64,452	57,500	57,500	(a-3)
Arizona	48,901	40,716	36,000	44,629	44,629	58,766	40,716	70,603	53,624	(a-3)
Arkansas	28,288	27,916	34,240	35,360	39,202	28,288	38,026	33,254	57,270	(a-3)
California	32,976	50,537	54,709	48,387	54,556	49,888	49,990	44,016	54,556	(a-3)
Colorado	(a-5)	48,433	40,000	45,816	55,000	(a-17)	54,000	(a-18)	(a-19)	(a-3)
Connecticut	(a-5)	49,561	57,983	44,726	58,101	37,660	54,356	33,477	67,624	58,101
Delaware	(a-10)	27,000	29,600	31,000	36,700	50,200	43,700	27,900	45,700	(a-3)
Florida	(a-5)	36,150	53,000	36,504	(a-17)	29,422	49,300	42,000	55,361	41,808
Georgia	(a-5)	(a-23)	44,520	35,742	(a-24)	46,734	38,400	40,764	59,160	42,666
Hawaii	(a-5)	(a-23)	(a-22)	(a-5)	42,500	(a-17)	42,500	(a-7)	42,500	(a-3)
Idaho	(a-5)	(c)	32,340	31,361	38,210	35,746	30,150	(a-11)	53,682	(a-17)
Illinois	48,000	(a-2)	47,500	44,400	46,000	38,556	46,000	(a-11)	52,000	52,000
Indiana	42,400	37,934	51,376	29,120	40,404	24,388	41,418	24,388	42,420	(a-3)
Iowa	30,867	30,024	39,312	34,050	48,467	34,050	43,600	30,867	48,467	(a-3)
Kansas	33,336	30,708	45,492	36,420	36,552	43,776	47,184	23,772	47,184	37,872
Kentucky	45,000	37,500	45,000	43,500	41,500	45,000	44,500	41,500	47,500	41,500
Louisiana	(a-22)	44,184	50,796	37,744	49,707	41,700	47,497	47,497	53,020	57,439
Maine	33,030	27,123	36,166	29,869	23,110	(a-12)	32,448	(a-27)	37,939	30,160
Maryland	(a-21)	40,518	45,400	34,736	41,500	(a-12)	50,000	34,000	56,800	(a-3)
Massachusetts	30,000	30,700	33,146	35,033	36,770	30,317	45,000	28,045	47,500	37,826
Michigan	(a-8)	48,734	48,900	48,734	54,100	(a-12)	41,900	48,734	(a-19)	(a-3)
Minnesota	46,291	...	36,000	40,424	46,291	45,000	47,000	37,521	48,000	48,000
Mississippi	34,000	27,000	31,000	(a-22)	(a-31)	24,357	33,000	28,500	(a-19)	40,000
Missouri	(c)	(a-32)	40,000	34,000	40,000	30,000	40,000	34,000	(a-19)	34,000
Montana	26,713	31,077	26,175	43,000	(a-17)	43,000	24,126	...	(a-3)
Nebraska	(a-5)	35,250	25,000	30,300	(a-31)	23,100	37,855	24,300	...	71,298
Nevada	(a-8)	34,335	42,522	35,942	41,074	(a-12)	38,231	27,500	47,500	(a-3)
New Hampshire	34,553	34,553	46,270	34,553	(a-31)	24,648	41,333	21,972	...	36,406
New Jersey	(a-22)	46,177	56,000	(a-21)	56,000	34,461	55,500	43,979	56,000	55,500
New Mexico	(a-8)	37,092	42,432	43,824	43,128	(a-17)	45,000	35,328	45,000	(a-3)
New York	(a-5)	43,463	69,200	57,910	69,200	(a-20)	65,700	(a-11)	72,400	69,200
North Carolina	(a-8)	43,760	48,968	43,760	50,554	34,461	49,178	41,744	49,178	(a-3)
North Dakota	(a-22)	29,000	30,000	33,000	52,500	38,500	33,500	(a-11)	...	(a-3)
Ohio	17,000	36,000	43,000	34,000	29,000	32,000	47,000	29,000	50,000	47,000
Oklahoma	(a-22)	31,763	40,000	(a-6)	87,450	(a-17)	47,600	40,000	50,000	(a-3)
Oregon	39,372	52,800	34,020	39,372	47,844	39,372	52,800	47,844	47,844
Pennsylvania	(a-5)	36,342	42,500	36,342	40,700	41,272	51,500	34,856	55,000	47,600
Rhode Island	23,653	34,620	42,450	43,665	47,284	(a-12)	45,475	28,898	44,285	(a-3)
South Carolina	42,941	34,677	43,058	33,936	55,229	41,606	45,743	36,705	(a-19)	(a-3)
South Dakota	31,750	25,680	31,749	24,810	32,231	31,720	35,498	27,180	36,924	36,924
Tennessee	(a-5)	35,340	46,526	35,340	38,808	38,808	46,526	46,526	51,510	46,526
Texas	(a-5)	39,200	43,800	(a-6)	(a-31)	30,200	(a-5)	38,100	(a-19)	55,000
Utah	(a-5)	42,533	44,955	44,955	56,376	(a-17)	50,363	40,465	64,519	50,363
Vermont	(a-10)	25,854	41,000	27,206	36,316	30,035	33,176	33,633	44,200	38,084
Virginia	(a-5)	43,200	48,723	(a-6)	(a-31)	(c)	49,600	(a-12)	59,000	44,900
Washington	44,052	47,200	51,100	40,908	53,664	39,900	54,000	34,416	66,800	53,664
West Virginia	39,000	49,750	35,000	31,716	33,252	32,433	43,875	29,520	(a-19)	42,192
Wisconsin	(a-8)	47,792	46,747	49,718	(a-17)	39,530	51,941	41,791	54,083	47,682
Wyoming	42,264	45,528	61,188	46,644	47,832	43,308	52,764	45,528	...	(a-3)
Fifty-State Average	36,461	38,247	43,201	37,755	46,368	36,997	45,548	36,037	52,540	47,075
Missouri Rank	0	0	32	30	31	30	39	24	0	28

*Salary figures are presented as submitted by the states except when ranges were given. In those instances, the maximum figure was chosen. When necessary, figures have been rounded. Methods of selection for the officials listed on this table may be found in Table 20.

N.A.—Not available.

(a) Chief administrative official or agency in charge of function:

- (a-1) Attorney General
- (a-2) Secretary of State
- (a-3) Social Services
- (a-4) Lieutenant Governor
- (a-5) Comptroller
- (a-6) General Services
- (a-7) Planning
- (a-8) Administration
- (a-9) Transportation
- (a-10) Finance
- (a-11) Commerce
- (a-12) Natural Resources
- (a-13) Parks & Recreation
- (a-14) Labor & Industrial Relations
- (a-15) Consumer Affairs
- (a-16) Adjutant General

- (a-17) Health
- (a-18) Community Affairs
- (a-19) Highways
- (a-20) Environmental Conservation
- (a-21) Treasurer
- (a-22) Budget
- (a-23) Education (chief state-school officer)
- (a-24) Mental Health
- (a-25) Licensing
- (a-26) Personnel
- (a-27) Industrial Development
- (a-28) Highway Patrol
- (a-29) Agriculture
- (a-30) Post Audit
- (a-31) Welfare
- (a-32) Education—higher
- (a-33) Film & Game
- (a-34) Tourism
- (a-35) Energy Resources
- (a-36) Banking
- (a-37) Disaster Preparedness
- (a-38) Taxation

(b) Receives \$400 per month, plus \$67 per day during legislative session.

(c) No single agency or official.

(d) Responsibilities handled by three positions: Director of Pre-Construction & Design, \$47,500; Director of Construction, \$47,500; Director of Maintenance, \$47,500.

(e) State Library, Board of Education, \$34,640.

(f) The speaker of the senate is elected by the senate from among its membership and, by statute, is lieutenant governor. For that part of the job the salary is \$9,053.

(g) Salary: \$61,000 plus house, utilities and \$9,000 supplement.

(h) Departments of Fisheries and Game: \$54,000 each.

(i) Mayor.

(j) \$25 per meeting.

Appendix P

MEMORANDUM
IN SUPPORT OF
IMPROVED SALARIES OF ADMINISTRATIVE LAW
JUDGES, LEGAL ADVISORS AND OTHER EMPLOYEES OF
THE DIVISION OF WORKERS' COMPENSATION,
DEPARTMENT OF LABOR AND INDUSTRIAL RELATIONS

This memorandum is submitted so that members of the Committee may have ready information on the duties and responsibilities of the director, administrative law judges, administrative law judges in charge, legal advisors and chief counsel of the Division of Workers' Compensation. Presently no increases in salary can be obtained without legislative passage.

All administrative law judges and legal advisors under the Workers' Compensation Law of Missouri "shall be duly licensed lawyers under the laws of this state". They "shall not practice law or do any law business and shall devote their whole time to the duties of their office". Section 287.610(1) RSMo., 1969. They are, by law, "selected as nearly practicable in equal numbers from each of the two political parties casting the highest and next highest number of votes for governor in the last preceding state election". Section 287.615 RSMo., 1969. Currently, there are eighteen administrative law judges, a director of the Division of Workers' Compensation, nine legal advisors and chief counsel. This is a total of 29 individuals whose salary is statutorily provided.

The duties of these individuals, amid other general duties, include handling and conducting all original compensation conferences, legal aid conferences, claims, pre-trial conferences, settlement hearings and formal hearings (trials) in this state. Further, commencing shortly, additional responsibility will fall upon the Division of Workers' Compensation through the "Victim of Crimes" legislation which, in turn, will impose additional

duties on the director, administrative law judges, legal advisors and chief counsel. No additional remuneration has been provided in the "Victim of Crimes" legislation for such additional duties.

Work Load

In addition to the fact that the Division of Workers' Compensation will assume additional duties as a result of the "Victim of Crimes" legislation, over the years the work load of the Division of Workers' Compensation has increased with only a slight increase in the personnel which are the subject of this memorandum. The last year for which statistics are available is 1980 (1981 Annual Report). It should be noted that some of these are not final figures because quite a number of cases filed in 1980 have not as yet been completed. The following are comparisons from previous years and tend to show the increased work load over the years. The work load and responsibility of the Division of Workers' Compensation, administrative law judges and legal advisors has constantly increased.

Comparative Analyses

Item	1980	1978	% of Increase	1973	% of Increase (1973-1980)
Reports of Injury	143,329	140,762	2%	113,992	26%
Conferences	33,464	25,341	32%	14,036	138%
Pre-Hearing Conf.	31,563	14,057	124%	5,768	447%
Hearings	19,054	8,917*	114%	12,769	49%
Formal Settlements	16,256	18,150	(-10%)	8,284	96%
Formal Dismissals	4,002	1,732	131%	941	325%
Payments (accident)	\$69,207,000	\$51,310,000	35%	25,000,000 (1972)	176%
Payments (Occupational disease)	\$ 1,412,000	\$ 836,000	69%		

*Request system used in 1978 but later dropped.

Personnel			
	1982	1972	% of Increase
Administrative Law Judges	18	16	
Legal Advisors	9	9	
Director	1	1	
General Counsel	<u>1</u>	<u>-</u>	
Total	29	26	11%

During the year, in addition to formal conferences, a great number of informal or unscheduled conferences are carried out and many questions are answered by telephone as a result of the general public calling for information. The informal or unscheduled type of conference is brought about by the employees appearing at the Division offices seeking advice and information.

Duties and Responsibilities

The Director of the Division of Workers' Compensation is totally responsible for the administration of the Division which includes, among many duties, advising injured workers of their rights under the Law, determining if employers can be qualified as self-insured, administering the physical rehabilitation provisions of the Law, personnel responsibility and supervision, and compilation of statistics for the State of Missouri, United States Department of Labor and the United States Atomic Energy Commission. Also, the Director coordinates with the Chief Administrative Law Judges at the various offices regarding the setting of cases for conference, pre-hearing conferences and hearings.

Administrative Law Judges are responsible for conducting formal

hearings (trials). In that capacity the Administrative Law Judge determines the facts and rules on the law. The average time for a full formal hearing is one to two and a half days. At the conclusion of the trial, the administrative law judge must make their findings of fact, draw the permissible inferences from the evidence adduced and apply the law in written decision. All proposed settlements must be approved by an administrative law judge or legal advisor to have validity.

The legal advisors have the responsibility, at formal conferences, to convey to the employee his rights, determine if the employee has received the proper benefits and approve any rating or settlement of disability. A large number of cases are brought to an amicable conclusion in this manner.

The work load and responsibility of the director, chief counsel, administrative law judges and legal advisors has constantly increased, particularly in the last eight years. This is illustrated by the fact that the preliminary figures show that over 143,329 reports of injury were filed with the Division's central office in 1980 (an even greater amount were filed in 1979). This is an increase of 29,337 (26%) over 1973. In settlements, awards and ratings concerning temporary total, temporary partial, permanent partial and permanent total disability and medical benefits, in addition to benefits in death cases, the Director, administrative law judges and legal advisors will administer the payment of many millions of dollars in any given year. The figures show an increase of 35% in just two years and over 100% from 1972 when the figure was some \$25,000,000. This considerable amount has a great bearing on the welfare of employees in this state as well as upon the cost of industry.

Salaries

As stated, all the administrative law judges and legal advisors must be licensed attorneys in the State of Missouri. They can not engage in the practice of law and must devote full time to their duties in connection with the administrative functions and judicial duties required by the Workers' Compensation Law. This work requires professionally educated and trained persons who must become specialists in this field in order to properly administer the complex legal, factual and medical problems that arise every day and in almost every case. It takes training of several years for these persons to become highly proficient in the administration of the law.

Because salaries in other areas, both government and private industry, for persons competent in this field are generally higher than those paid by the state, it is difficult to acquire competent persons to fill the position of administrative law judges and legal advisors and even more difficult to hold them after they have attained a high degree of efficiency. In recent years the federal government, through the Civil Service Commission, has opened many positions for administrative law judges in twenty-nine departments and agencies of the government, all of which positions for comparably qualified persons have a starting minimum of \$46,685.00 (1981). In addition, such judges receive a \$1,000.00 increment per year for the first three years plus an annual cost of living increase. Thereafter, \$1,000.00 increase every three years plus annual cost of living. Thus, there is great incentive for a trained person in one of our judicial positions to leave our system and enter the federal government at a considerable increase in salary, with additional benefits and Civil Service

protection.

Conclusion

This memorandum is presented as it is felt that in light of the duties and responsibilities placed upon the Director, administrative law judges, and legal advisors, including the chief counsel, by the statutes and the professional nature of their work, and with due regard to the amounts paid persons exercising like authority under other state and federal laws and in other branches of our state and municipal governments, that review of the present salaries and increases in same is not only realistic and practical but manifestly fair in view of the economic trends of the present day.

It is important to note that these individuals do not receive increments in salary when other state employees are granted increments by the legislature. Unless the legislature specifically increases these individuals salaries they remain frozen regardless of increased duties, responsibilities or economic trends. It is equally as important to note that the entire cost of the administration of the Workers' Compensation Law, including salaries, is paid from the Workers' Compensation fund created by a special tax on the net premiums received by the insurance industry on account of Workers' Compensation insurance written in the state and a similar tax on self-insured employers doing business in this state.

Thus, the money to pay salaries of the Director, administrative law judges, legal advisors, and chief counsel does not derive from the general revenue of this state but is paid from and has always been paid for by this special tax on insurers and self-insured employers. Presently,

that fund was close to ten million dollars and the funds are drawing interest in excess of \$600,000 per year.

It is respectfully submitted that the individuals, the subject of this memorandum, have earned and deserve a review of their salary structure and increases in their salaries are more than justified in all respects and would be no drain on the general revenue of the State of Missouri.

Comparative Analysis			
Item	Salary Year		% of Increase
	1982	1972	
Administrative Law Judges (In Charge)	\$41,000	\$26,400	55%
Administrative Law Judges	39,800	25,200	58%
Legal Advisors	35,000	23,400	50%
General Counsel	36,800	N/A	
	1981	1970	
GS-15*	46,685	22,885	104%
	1982	1973	
Assistant Circuit Judges	40,110**	22,400	79%
Circuit Judges	46,740	28,000	70%
	1982	1972	
Compensation Rates	189.49	70.00	170%
Consumer Price Index (Bureau of Labor)	1972 to 1981		128.5%

Wage Earners and Clerical Workers Index (Bureau of Labor)	1972	to	1981	128.2%
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* \$1,000.00 increase per year for first three years plus annual cost of living. (Minimum starting salary)

** Salary includes possible cost of living increase through 1987.

Appendix Q
The Missouri Legislature

Contents

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and Per Diem |
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(Missouri) |
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NATIONAL CONFERENCE OF STATE LEGISLATURES
Biennial Legislative Compensation
and
Per Diem Living Expenses

STATE	* BIENNIAL * * SALARIES	* PER DIEM * * SALARY (BIENNIAL)*	* PER DIEM LIVING EXPENSES DURING SESSION
Alabama	\$	\$ 2,100.00 \$10/day for 105 calendar days in each year of the biennium	\$65 up to 105 calendar days (unvouchered)
Alaska	23,000.00		\$60 (unvouchered)
Arizona	30,000.00		\$40 (\$20 for Maricopa County legislators) (unvouchered)
Arkansas	15,000.00		\$44 (vouchered)
California	56,220.00		\$46 (unvouchered)
Colorado	28,000.00		\$40 (\$20 for Denver metropoli- tan legislators) (unvouchered)
Connecticut	10,500.00 (1981) 7,500.00 (1982)		Receive no per diem \$2,000 annually (unvouchered)
Delaware	19,260.00		Receive no per diem
Florida	24,000.00		\$50 (unvouchered)
Georgia	14,400.00		\$44 (unvouchered)
Hawaii	24,000.00		\$20 (for legislators outside of Oahu) (unvouchered) \$2,500 annual allowance for incidental expenses
Idaho	8,400.00		\$44 (\$25 if legislator lives at home in capital city) (unvouchered)
Illinois	56,000.00		\$36 (unvouchered)
Indiana	12,000.00		\$50 (unvouchered)
Iowa	12,800.00 (1981) 13,700.00 (1982)		\$30 (\$15 for Polk County leg- islators) (unvouchered)
Kansas		\$ 40.00/day*	\$50 (unvouchered)
Kentucky		3,000.00	\$75 (unvouchered)
Louisiana		6,000.00	Receive no per diem but re- ceive round trip week- ly mileage.

.....	4,500.00	\$35/7-day week, meals and
.....	(1981)	housing or \$17/day meals,
.....	2,500.00	mileage up to \$20/day
.....	(1982)	(vouchered)
.....	17,600.00	\$50 maximum (vouchered)
.....	(1981)	
.....	18,500.00	
.....	(1982)	
.....	21,050.00	Receive no per diem, but re-
.....	(1981)	ceive mileage for every ses-
.....	19,766.76	sion day
.....	(1982)	
.....	54,000.00	Total of \$5,200 in 1981
.....		(vouchered)
.....	37,000.00	\$27 (\$17 for metropolitan les-
.....		islators) (unvouchered)
.....	16,200.00	\$44 for actual daily atten-
.....		dance (none for Jackson legis-
.....		lators) (unvouchered)
.....	30,000.00	\$35 for actual daily atten-
.....		dance (unvouchered)
.....	3,555.00	\$40/7-day week
.....		(unvouchered).
.....		(Legislators receive
.....		\$2,500 allowance for
.....		incidental expenses
.....	9,600.00	Receive no per diem
.....	9,600.00	\$44 (unvouchered)
.....		Legislators re-
.....		ceive a \$3,500
.....		travel allowance
.....		for regular ses-
.....		sions and a \$1,000
.....		supplemental for
.....		special sessions.
.....	200.00	Receive no per diem, but re-
.....		ceive mileage for every ses-
.....		sion day
.....	36,000.00	Receive no per diem
.....	(until 1984)	
.....	50,000.00	
.....	(after 1984)	
.....	3,600.00	\$40 (vouchered)
.....	61,608.00	Up to \$55 (vouchered)
.....	13,872.00	\$50 (unvouchered)
.....	400.00	\$70 (unvouchered)
.....	45,000.00	Receive no per diem (only
.....		weekly mileage during session)

Alabama	18,000.00		\$35 (only mileage during session if legislator lives at home) (vouchered)
Oregon	15,696.00		\$44 (unvouchered)
Pennsylvania	50,000.00		\$58 (vouchered)
Rhode Island		600.00	Receive no per diem (receive mileage each day of session attendance)
South Carolina	20,000.00		\$50 subsistence (vouchered)
South Dakota	3,600.00		\$50/5-day week (unvouchered)
	(1981)		
	2,400.00		
	(1982)		
Tennessee	16,616.00		\$66.47 (unvouchered)
Texas	14,400.00		\$30 (unvouchered)
Utah		2,000.00	\$15 expense allowance (unvouchered)
Vermont		250.00/wk** session length varies	\$45.00 if housed in capital (\$17.50 if legislator lives at home) (unvouchered)
Virginia	16,000.00		Up to \$50 but no more than \$44 as allowed by IRS (unvouchered)
Washington	19,600.00		\$44 (unvouchered)
West Virginia	10,272.00		\$30 lodging, or up to \$30 travel expenses if commuting, Charleston legislators, \$20 for meals but no other expense. (unvouchered)
Wisconsin	45,276.00		\$30 (\$15 if legislator lives inside Madison) (unvouchered)
Wyoming		1,800.00	\$44 (unvouchered)

*Odd year--unlimited session length
 even year--90 calendar days
 **1981 up to maximum amount of \$7,500
 1982 up to maximum amount of \$2,000

Information current as of 3/19/82.

Legislative Fringe Benefits

Senate

(a) Retirement

The Senators receive retirement benefit of \$25.00 (\$18.75 in FY 1977) for each year of service in the General Assembly. (Three terms must be served for eligibility.) This is non-contributory; the state pays this cost into the retirement program. This, of course, is not payable until the legislator retires from the General Assembly and reaches the age of 60. At that time, the legislator would receive a monthly benefit equal to the total number of years served times \$25.00. At age 55 a legislator can take retirement at a reduced benefit of approximately two-thirds of full retirement.

(b) Health Insurance

A Senator may, if he desires or qualifies, participate in the state medical care plan. He or she pays nothing for the individual coverage--the cost of \$54.00 per month is paid by the state. For the family coverage the Senator pays \$78.00 per month and the state pays \$54.00 per month. Benefits vary according to the plan chosen and the number of family members. (In FY 1977 a Senator paid \$11.62 per month and the state paid \$12.00 per month on the high option plan.)

(c) Per Diem

Each day a Senator is in attendance during a session of the General Assembly he is allowed \$35.00 (FY'77, \$25.00) per day for food and lodging. This amount is set by statute.

(d) Mileage

Each week a Senator is in attendance during a session of the General Assembly he is allowed round-trip mileage expenses from his home to Jefferson City at the rate of 17 cents (FY'77, 15¢) per mile.

(e) Office Related Expenses

(FY'77, not applicable.)

Postage	\$6,325 per year
Telephone Charges	200 per month
Travel	240 per month
Office Equipment	600 per year
Secretarial	2,600 to 3,600 per month (depending on leadership position and committee chairman assignments)

2. House

Same except for (e).

(e) Office Related Expenses

Total \$450 per month (\$5,400 annually)

Source: Chief Clerk, House of Representatives
Senate Administrator's Office

June 15, 1982

LEGISLATURE

CURRENT SALARY

SALARY COMPARISONS FOR EQUIVALENT POSITIONS

POSITION	CURRENT SALARY			DATE OF LAST RAISE	SALARY HISTORY SINCE 1977	Four Major Neighbors	States With 6 Month Sessions	States With 4-6 Million Population	States With \$3-5 Billion Budgets	Kansas City and St. Louis City	Federal Government	Private Sector	FRINGE BENEFITS
	1. Actual	2. If Adjusted by CPI Since 1978	3. If Adjusted by Merit System Increases Authorized by General Assembly Since 1978										
House \$35.00 per diem	1. 15,000 2. 22,133 3. 20,257			1-1-79	1977 8,400 1978 8,400 1979 15,000 1980 15,000 1981 15,000 1982 15,000	AK 7,800 IL 28,000 IO 13,700 KS 42/day	FL 12,000 SC 10,000 DE 12,198	Av. 13,392	Av. 13,083	N/A	Congress \$69,800	Av. N/A 75th Percentile	F
Senate \$35.00 per diem	1. 15,000 2. 22,133 3. 20,257			1-1-79	1977 8,400 1978 8,400 1979 15,000 1980 15,000 1981 15,000 1982 15,000	AK 7,800 IL 28,000 IO 13,700 KS 42/day	FL 12,000 SC 10,000 DE 12,198	Av. 13,392	Av. 13,083	N/A	Congress \$60,664	Av. N/A 75th Percentile	F
Speaker (House) \$35.00 per diem	1. 17,500 2. 25,821 3. 23,470			1-1-79	1977 8,400 1978 8,400 1979 17,500 1980 17,500 1981 17,500 1982 17,500	AK 10,000 IL 38,000 IO 20,500 KS 42/day + 4,200 yr.	FL 37,000 SC 21,000 DE 12,198	Av. 24,618	Av. 20,387	N/A	Congress \$91,000	Av. N/A 75th Percentile	F
President Pro-Tem (Senate) \$35.00 per diem	1. 17,500 2. 25,821 3. 23,470			1-1-79	1977 8,400 1978 8,400 1979 17,500 1980 17,500 1981 17,500 1982 17,500	AK 10,000 IL 38,000 IO N/A KS 42/day + 4,200 yr.	FL 37,000 DE 12,198	Av. 24,711	Av. 18,556	N/A	Congress \$60,664	Av. N/A 75th Percentile	F

Appendix R

Survey of Judicial Salaries
Prepared by the National Center for
State Courts November, 1982

Survey Survey Survey Survey Survey of Judicial Salaries

Published by the National Center for State Courts

November 1982

Volume 8 Number 3

Half the States Report Salary Changes

Since the last issue of the *Survey of Judicial Salaries* (May 1982), twenty-three states have reported changes in salaries paid their state court judges. These changes range from a decrease in Tennessee to an increase of approximately 15 percent in Illinois. In Illinois (and a few other states), judges received their first pay raise in several years. In seventeen states they received increases of from 4 percent to 10 percent over last year's salaries (an average raise of approximately 7 percent).

As of November 30, 1982, the salaries of associate justices of the highest courts ranged from \$40,392 to \$80,892, with an average (mean) of \$56,819. The median salary was \$55,531. The current salary range for intermediate appellate court justices is \$45,500 to \$75,000, with a mean of \$56,626 and a median of \$54,100. General trial court judges are paid between \$36,960 and \$70,116. Their mean salary is \$49,704 and the median \$47,964.

Judicial Salary Setting

The National Center for State Courts gathers information quarterly on the salaries of state court judges and state court administrators through a survey of state court administrators. They are asked to report current salary figures and to note any pending or future changes. The information is fully presented in the semiannual publication of this survey, and updated in the interim in the NCSC publication *State Court Journal* in the winter and summer issues. This issue of the *Survey of Judicial Salaries* reports salaries as of November 30, 1982.

The determination of appropriate salary levels for positions in any field involves a complexity of factors. The state judiciary is no exception. General guidelines usually suggest that a salary reflect the level of responsibility a job entails and the condition of the "marketplace." It is commonly agreed that competitive salaries, or other forms of compensation, attract the "best" applicants. In the case of judgeships, as with many other jobs, not all forms of compensation are measurable. These are the intrinsic benefits such as status, honor, and satisfaction in public service. Still other forms are measurable but difficult to compare. Here we refer to retirement plans; disability and death benefits; insurance plans; vacation, holiday, and sick leave provisions; travel and library allowances; and other fringe benefits. The point to be made here is that salary is but one form of compensation; it must be weighed with other benefits that may offset salary differentials. Such benefits are discussed by Timothy Pyne in *Judicial Retirement Plans* (Chicago: American Judicature Society, 1981) and by Larry C. Berkson and Susan B. Carbon, in "Compensation and Benefits of Trial Court Judges: 1980," *State Court Journal*, vol. 5, no. 2 (Spring 1981).

Judicial salaries are set by state legislatures, some with the recommendations of a judicial compensation commission. (See Marilyn McCoy Roberts, *Judicial Compensation Commissions*, published in Williamsburg, Va., by the National Center for State Courts in 1979.) The salary-setting process requires some kind of comparison among similar positions. Some states use positions in the executive branch as comparison points. Others make comparisons with similar judicial positions in other states.

In comparing salaries it is important to keep in mind that positions within a similar category of "judge" may vary from jurisdiction to jurisdiction with regard to responsibilities and workload, and that the salary of the occupant of a given position may also be affected by a person's longevity in that position. Furthermore, the cost of living varies within and between states. Thus the same salary will not purchase equivalent goods and services in different localities.

Salaries

Courts of Appellate and General Jurisdictions and State Court Administrators

Abbreviations

AC Appellate Court
AJ Associate Judge, Justice
App Appellate
Asst Assistant
CA Court of Appeals
CC Circuit Court
Ch Chancellor
Cir Circuit
CJ Chief Justice, Judge
Co County
Comm Commissioner
Comp Compensation
CP Court of Common Pleas
Cx Criminal
CSA Court of Special Appeals
DC District Court
DCA District Court of Appeals
Gen Sess Ct General Sessions Court
J Judge
JC Justice Courts
JDRC Juvenile and Domestic
 Relations Court
JP Justice of the Peace
MC Municipal Court
P Presiding or President
PC Probate Court
PoC Police Court
SC Superior Court
SCA State Court Administrator
SpecJ Special Judge
SrC Surrogate Court
Sup Supreme
Supp Supplement

	Highest Court CJ	Court AJ	State Court Administrator	Intermediate Appellate	General Trial Court
Alabama	58,500	58,000	51,610	CCivA 57,000 CCrA 57,000 PJ 57,500	State CC 48,000 Local supps 1,200 to 19,200
Alaska	77,760 to 88,646	77,760 to 88,646 depending on location and cost of living differentials	75,760	CA 72,564	SC 70,116 to 82,386 depending on location and cost of living differentials
Arizona*	47,500	47,500	50,000	CA 45,500	SC 43,500 Comm. 36,975, set by Presiding Judge, not to exceed 85% salary of SC Judge
Arkansas	54,952	50,373	38,462	CJ 49,496 AJ 48,617	CC 46,860 ChC 46,860
California	82,054	77,226	66,665	CA 72,401	SC 63,267
Colorado	58,936	55,600	51,152	CA CJ 52,264 AJ 51,152	DC 47,260
Connecticut*	55,546	50,800	53,172 SCA is also a SupCt AJ		SC 43,402 to 46,936
Delaware	57,200	56,600	43,600		SC PJ 53,700 AJ 53,200
Florida	65,805	65,805	47,234	DCA 59,385	CC 56,710
Georgia	55,462	55,462	44,928	54,860	SC 46,419 Local supps to 19,052
Hawaii	56,430	53,460	50,490	CJ 53,460 AJ 51,975	CC 50,490
Idaho	47,300	47,300	44,500	CA 46,300	DC 45,300
Illinois*	66,500	66,500	61,500	AC 61,500	CCJ 58,000 AJ 53,000
Indiana	47,244 Subsistence allowance 3,000	47,244 3,000	Sup Ct Adm 43,000 Ex Dir-St. Ct. Administration 43,000	CA 47,244 Subsistence allowance 3,000	CC, SC 39,932 to 42,182
Iowa	62,100	57,100	40,800	CA CJ 55,400 J 54,200	DC CJ 53,000 AJ 50,700

NOTE: Boldface figures
indicate changes since last survey.

*See page 7 for pending or
future changes.

Salaries

Courts of Appellate and General Jurisdictions and State Court Administrators

	Highest Court CJ	State Court AJ	State Court Administrator	Intermediate Appellate	General Trial Court
Kansas	53,250	50,588	46,860	CA CJ 49,523 J 48,458	Dist J designated as Adm J 47,393 Dist J 46,860 A Dist J 44,730 A Dist J designated as Adm J 45,263 Dist Magistrate Judge 20,235
Kentucky*	55,650	54,537	42,851	CJ 52,868 J 52,311	CC 50,085
Louisiana	66,566	66,566	60,169	CA 63,367	DC base 60,169
Maine	42,286	40,392	39,260		SC 39,760
Maryland	64,000	62,500	57,300	CSA CJ 61,500 AJ 60,000	CC CJ 58,000 CC AJ 58,000
Massa- chusetts*	62,000	59,000	56,000	AC CJ 56,000 AJ 53,000	SC CJ 53,000 AJ 50,725
Michigan	69,000	69,000 Comm. 34,556 to 52,388	62,410	CA 66,240	CC 37,950 Local supps 10,210 to 27,468 Recorders Court (Detroit) 63,480
Minnesota	59,000	56,000	47,000		DC 48,000
Mississippi	CJ 47,000 PJ 46,500	46,000	41,000		CC 41,000 ChC 41,000
Missouri	54,340	51,840 Comm. 51,840	40,000	CA 49,290	CC J 46,740 AJ 33,990 to 40,110
Montana	48,204	47,023	30,818		DC 45,841
Nebraska*	48,315	48,315	38,640		DC 44,382
Nevada*	47,250	47,250	30,250		DC 43,000
New Hampshire	49,355	47,513	40,725		SC CJ 47,513 AJ 46,270
New Jersey	80,000	78,000	Ad Dir Ct 60,000 JAd Dir limited to judicial salary	SC App Div 75,000	SC assignment judges 73,000 SC 70,000
New Mexico	56,000	55,000	45,000	CA CJ 53,000 AJ 52,000	DC 49,300

Salaries

Courts of Appellate and General Jurisdictions and State Court Administrators

Abbreviations

AC Appellate Court
 AJ Associate Judge, Justice
 App Appellate
 Asst Assistant
 CA Court of Appeals
 CC Circuit Court
 Ch Chancellor
 Cir Circuit
 CJ Chief Justice, Judge
 Co County
 Comm Commissioner
 Comp Compensation
 CP Court of Common Pleas
 Cr Criminal
 CSA Court of Special Appeals
 DC District Court
 DCA District Court of Appeals
 Gen Sess Ct General Sessions Court
 J Judge
 JC Justice Courts
 JDRC Juvenile and Domestic
 Relations Court
 JP Justice of the Peace
 MC Municipal Court
 P Presiding or President
 PC Probate Court
 PoC Police Court
 SC Superior Court
 SCA State Court Administrator
 SpecJ Special Judge
 SrC Surrogate Court
 Sup Supreme
 Supp Supplement

	Highest Court CJ	State Court AJ	State Court Administrator	Intermediate Appellate	General Trial Court
New York	84,263	80,892	76,151	App Div Sup Ct 1,2,3,4th Depts PJ 74,151 AJ 69,657 App Terms Sup Ct 1,2,9,10,11th Dists 67,163	SC 1st through 11th Judicial Districts 65,163
North Carolina	58,212	57,012	50,940	CA CJ 55,188 AJ 53,976	SC Senior J 49,500 J 47,928
North Dakota*	55,400	53,900	48,508		DCPJ 51,800 50,600
Ohio*	62,000	58,000	57,844.80	CA 54,000	CC Pleas 40,000 to 50,500
Oklahoma	61,776 CCrA 61,776	59,136 CCrA 59,136	55,440	CA 55,440	DC Dist. J 49,280 A Dist. J Pop. over 30,000 44,352 10,000 to 30,000 39,424 under 10,000 36,960 Spec J (lawyer and nonlawyer) 36,960
Oregon	54,637	53,308	43,440	CA CJ 53,308 AJ 52,039 Tax Court 49,967	CC 48,356
Pennsylvania*	67,000	64,500	60,000	SC & Commonwealth Ct PJ 64,000 AJ 62,500	CP PJ 55,000 to 57,500 depending on number of judges and population J 55,000
Rhode Island	50,495 to 60,594 Based on longevity	49,186 to 59,023	40,046 to 55,256		SC PJ 47,876 to 57,451 AJ 46,567 to 55,880 Based on longevity
South Carolina*	66,529	58,944	45,436		CC 58,944
South Dakota	48,900	46,900	42,787		PCirJ 44,750 CirJ 43,750 Law trained magistrate up to 31,826 Magistrate (part time) up to 13,731
Tennessee	67,500	65,000	62,500	PJ 63,500 AJ 62,500	CC 60,000 ChC 60,000 CrC 60,000 Equity C 60,000

NOTE: Boldface figures
indicate changes since last survey.

*See page 7 for pending
or future changes.

Salaries

Courts of Appellate and General Jurisdictions and State Court Administrators

	Highest Court CJ	Court AJ	State Court Administrator	Intermediate Appellate	General Trial Court
Texas	71,900 CCrA 71,900	71,400 CCrA 71,400	47,600	CA CJ 60,600 AJ 60,100 Local supps to salary 1,000 less than SupCJ	DC state salary 50,900 Local supps up to salary 1,000 less than CAJ
Utah	50,500	50,000	45,000		DC CJ & Chmn. Jud. Cncl. 46,000 AJ 45,000
Vermont	47,300	45,100	42,900		Adj 45,100 SCoJ and DCJ 42,900 Asst J 49.00 per day
Virginia	64,000 plus 4,000 in lieu of travel expenses	61,400	57,000		CC 57,000
Washington	51,500	51,500	40,200	CA 48,100	SC 44,700 ProTemJ 107.28 per day ProTemAtty 178.80 per day
West Virginia	49,000	49,000	46,000		CC 45,000
Wisconsin	63,324	56,016	51,372	51,372	CC state pay 49,176
Wyoming	63,500	63,500	35,725		DC 61,000
District of Columbia	67,370 DC Court of Appeals	66,870	63,270 ExecOff of DC Courts		SC CJ 63,770 AJ 63,270
Federal System	96,800	93,000	AdDirCt 70,300	CA 74,300	DC 70,300
American Samoa	58,356	64,191	16,616		Handled by CJ or AJ
Puerto Rico*	36,600	36,000	34,600		SC 30,000 DC 24,000
Virgin Islands					Territorial Ct. PJ 54,500 AJ 52,000

Judicial Salaries in Appellate and Trial Courts

This table lists salaries paid to associate justices for the highest court and intermediate appellate court, and state-paid salaries of general trial court judges. In states where localities may supplement state-paid salaries, these supplements added to the basic salary are shown in parentheses immediately below the first figure. Salary ranges, based on cost-of-living differences, length of service, or other factors, are also indicated. The bold-face figures in parentheses immediately following salaries indicate the state's ranking (high to low) in salaries paid to judges at each level.

The last column indicates the date of the last salary change for highest, intermediate appellate, or general trial court judges for each state court system.

The mean average, median, and range for each level of court is shown following Wyoming. For the highest and the general trial courts these averages are based on figures for the 50 states. For intermediate appellate courts the average is that of the 32 states that have such courts. All averages and rankings are based on the lowest salary of the range or on salaries without supplements.

Survey of Judicial Salaries is published semi-annually and updated in the interim in the NCSC publication *State Court Journal* in the winter and summer issues. Salary information on special and limited jurisdiction state courts is available by contacting:

Jeanne A. Ito
Director, Survey of Judicial Salaries
National Center for State Courts
300 Newport Avenue
Williamsburg, VA 23185
804/253-2000

	Highest Court	Intermediate Appellate Court	General Trial Court	Date of Last Salary Change
Alabama	58,000 (18)	57,000 (13)	48,000 (24) (67,200)	4-27-82
Alaska	77,760 (3) to 88,646	72,564 (2)	70,116 (1) to 82,386	1-16-82
Arizona	47,500 (42)	45,500 (32)	43,500 (41)	1-1-79
Arkansas	50,373 (36)	48,617 (27)	46,860 (28)	7-1-82
California	77,226 (4)	72,401 (3)	63,267 (4)	1-1-82
Colorado	55,600 (25)	51,152 (25)	47,260 (27)	1-1-82
Connecticut	50,800 (34)		43,402 (42) to 46,936	1-1-82
Delaware	56,600 (22)		53,200 (13)	7-1-82
Florida	65,805 (9)	59,385 (12)	56,710 (11)	9-1-82
Georgia	55,462 (26)	54,860 (15)	46,419 (32) (65,471)	7-1-82
Hawaii	53,460 (30)	51,975 (23)	50,490 (19)	7-1-82
Idaho	47,300 (43)	46,300 (31)	45,300 (35)	7-1-82
Illinois	66,500 (8)	61,500 (9)	53,000 (14) to 58,000	7-1-82
Indiana	47,244 (45) (50,244)	47,244 (30) (50,244)	39,932 (47) to 42,182	10-1-82
Iowa	57,100 (20)	54,200 (16)	50,700 (17)	7-1-82
Kansas	50,588 (35)	48,458 (28)	46,860 (28)	8-1-82
Kentucky	54,537 (28)	52,311 (20)	50,085 (20)	7-1-82
Louisiana	66,566 (7)	63,367 (6)	60,169 (6)	9-1-81
Maine	40,392 (50)		39,760 (48)	7-1-82
Maryland	62,500 (13)	60,000 (11)	58,000 (9)	7-1-82
Massachusetts	59,000 (16)	53,000 (19)	50,725 (16)	1-1-82
Michigan	69,000 (6)	66,240 (5)	37,950 (49) (65,418)	1-1-82
Minnesota	56,000 (24)		48,000 (24)	7-1-80
Mississippi	46,000 (48)		41,000 (45)	7-1-78
Missouri	51,840 (32)	49,290 (26)	46,740 (30)	8-13-82
Montana	47,023 (46)		45,841 (34)	7-1-82
Nebraska	48,315 (40)		44,382 (39)	1-1-81
Nevada	47,250 (44)		43,000 (43)	1-1-81
New Hampshire	47,513 (41)		46,270 (33)	7-3-81
New Jersey	78,000 (2)	75,000 (1)	70,000 (2)	1-19-82
New Mexico	55,000 (27)	52,000 (22)	49,300 (21)	7-1-82
New York	80,892 (1)	69,657 (4)	65,163 (3)	7-22-82
North Carolina	57,012 (21)	53,976 (18)	47,928 (26)	1-1-82
North Dakota	53,900 (29)		50,600 (18)	7-1-82
Ohio	58,000 (18)	54,000 (17)	40,000 (46) to 50,500	1-1-82
Oklahoma	59,136 (15)	55,440 (14)	36,960 (50) to 49,280	7-1-82
Oregon	53,308 (31)	52,039 (21)	48,356 (23)	4-1-81
Pennsylvania	64,500 (11)	62,500 (7)	55,000 (12)	12-1-80
Rhode Island	49,186 (38) to 59,023		46,567 (31) to 55,880	6-28-81
South Carolina	58,944 (17)		58,944 (8)	8-14-81
South Dakota	46,900 (47)		43,750 (40)	7-1-82
Tennessee	65,000 (10)	62,500 (7)	60,000 (7)	9-1-82
Texas	71,400 (5)	60,100 (10) (70,400)	50,900 (15) (69,400)	9-1-82
Utah	50,000 (37)		45,000 (36)	7-1-82
Vermont	45,100 (49)		42,900 (44)	7-1-82
Virginia	61,400 (14)		57,000 (10)	7-1-82
Washington	51,500 (33)	48,100 (29)	44,700 (38)	7-1-80
West Virginia	49,000 (39)		45,000 (36)	7-1-81
Wisconsin	56,016 (23)	51,372 (24)	49,176 (22)	8-1-80
Wyoming	63,500 (12)		61,000 (5)	1-1-82
Mean Average	56,819	56,626	49,704	
Median	55,531	54,100	47,964	
Range	40,392 to 80,892	45,500 to 75,000	36,960 to 70,116	
District of Columbia	66,870		63,270	11-1-81
Federal System	93,000	74,300	70,300	10-1-81
American Samoa	64,191			7-15-81
Puerto Rico	36,000		24,000 to 30,000	7-1-79
Virgin Islands			52,000	10-1-81

Future Salaries and Pending Legislation

Arizona: Effective January 1, 1983, Supreme Court chief justice and associate justices 57,500; Court of Appeals justices 55,500; Superior Court judges 53,000, commissioners 45,050.

Connecticut: Connecticut Public Act 80-337 provides for the following changes, effective January 1, 1983: Supreme Court chief justice 60,000, associate justices 55,000; Superior Court judges 50,000; Probate Court judges fees up to 50,000; chief court administrator 57,500.

Illinois: Effective July 1, 1983, Supreme Court justices 75,000; Intermediate Appellate Court justices 70,000; Circuit Court judges 65,500; associate judges 60,500; administrative director 70,000.

Kentucky: Effective July 1, 1983, Supreme Court chief justice 58,432, associate justices 57,264; Court of Appeals chief judge 55,511, associate judges 54,927; Circuit Court judges 52,589; District Court judges 44,993; administrative director of the courts 44,993.

Massachusetts: Effective January 1983, Supreme Court justices 62,500; Appellate Court justices 62,500; trial court judges 60,000.

Nebraska: Effective January 6, 1983, Supreme Court justices 48,314.80; District Court judges 44,691.19; Juvenile Court judges 44,691.19; County Court judges 41,067.58; Municipal Court judges 41,067.58; Workmen's Compensation Court judges 41,067.58. These salaries are based on a formula adopted by the legislature setting Juvenile and District Court judges' salaries at 92.5 percent of the Supreme Court justices and all others at 85 percent of Supreme Court justices.

Nevada: As of January 1, 1983, Supreme Court chief justice and associate justices 61,500; District Court judges 56,000.

North Dakota: Effective January 1, 1983, County Court judges will replace all judges of County Courts of Increased Jurisdiction, County Court judges, and county justices. Their salaries on that date will be a minimum of 43,010, and a maximum of 45,540, as determined by the boards of county commissioners.

Ohio: Effective January 1, 1983, Supreme Court chief justice 67,000, associate justices 63,000; Court of Appeals justices 59,000; Court of Common Pleas judges 45,000 to 55,500.

Pennsylvania: Legislation has been introduced that would increase judicial salaries by 6% at the end of 1983 and another 6% at the end of 1984.

South Carolina: A 2 percent increase has been authorized by the Budget and Control Board, effective December 17, 1982: Supreme Court chief justice 67,859, associate justices 60,122; Circuit Court judges 60,122; Family Court judges 51,595; court administrator 46,344.

Puerto Rico: A proposal is before the legislature to increase salaries as follows: effective 1983-84, Supreme Court chief justice 48,000, associate justices 47,400; Superior Court judges 38,000; District Court judges 34,000; Municipal Court judges 23,000 up to 24,000 in four years.

THE CASE FOR MISSOURI JUDICIAL SALARY INCREASES

**A Report by the
Coalition Committee on
Judicial Compensation**

Judicial Compensation

Co-Chairmen:

**Willard B. Bunch, President
The Kansas City Bar Association**

**Major W. Park, Jr., President
The Lawyers Association of Kansas City**

December 2, 1982

To the Honorable Christopher S. Bond, Governor, Members,
Missouri General Assembly
and
The Missouri Advisory Commission on State Government
Recruitment, Retention and Compensation:

The period of years since 1978 marks continued unprecedented inflationary pressures in the U.S. economy. Salaries that have not increased approximately in line with the rate of inflation have resulted in some categories of employees suffering actual losses in purchasing power during these years.

Nowhere is this more evident than in the case of Missouri judges, whose salaries even after a 3.8% raise in 1982 had the purchasing power of only 67% of what their salaries would purchase in 1978. It should be further noted that the 1982 raise was the first for Supreme, Appellate and Circuit Court Judges since 1978. Missouri, therefore, was the last state in the Union to grant its judges a raise and the raise given was the smallest of any state. Judges, who expect by their public service to make some personal sacrifice are being asked to sacrifice more than virtually every other category of public servant. Very few employees anywhere have received only one raise in the last five years.

Judges are all the more aware of the extent of their sacrifice by knowledge of the acute disparity that exists between their salaries and their earning capabilities in the private practice of law. They enter judgeship as a career with no assurance of promotion. Unlike other public servants, judges expect not to return to private employment and are required to sacrifice all clientele.

The dilemma confronting Missouri as a result of the failure to provide equitable salaries for Missouri judges is that competent judges with many years experience increasingly are being lured into private practice, thus depriving the public of their judicial experience and competency.

Several experienced judges have resigned in recent months, citing financial conditions as one of the primary factors in their decisions. Even as the General Assembly debates judicial salary increases, other judges are making their plans to return to the practice of law. Obviously, and unfortunately, the judges most apt to resign are those who are the most experienced and competent, for whom success in private practice would be assured. Many judges with ten or fifteen years on the bench, perhaps facing the pressures of financing college education expenses for their children, are keenly aware of their ability to earn far greater income in the private employment market.

On October 8, 1982, Willard B. Bunch, President of the Kansas City Bar Association, and Major W. Park, Jr., President of The Lawyers Association of Kansas City, announced the formation of a coalition committee initially comprised of the Kansas City Bar Association, Lawyers Association of Kansas City, Jackson County Bar Association, Eastern Jackson County Bar Association and the Women's Bar Association to study judicial salaries in Missouri. Subsequently, numerous other local, voluntary bar associations across the state have joined the coalition. The mandate to the Coalition was to consider the serious problem of inadequate state judicial salaries. Messrs. Bunch and Park described the problem as two-pronged:

For the lawyer who is in a successful practice, accepting judicial office may mean accepting a significant cut in income; for the competent judge, who must await infrequent and often small salary adjustments, serving in public office becomes a financial burden.

The Coalition undertook to study the problem of the inadequacy of judicial salaries, including the present methods of compensating state court judges, the historical basis for determining the rates of compensation and financial independence for the judiciary in the future.

The Coalition was helped immensely by the Midwest Research Institute, Kansas City, Missouri. The economic data compiled and analyzed by Midwest Research Institute formed the core of

the case for increased judicial salaries and are published elsewhere in this volume.

As the presidents of voluntary membership local bar associations in Missouri, we consider that an obligation rests on us to warn the General Assembly and the public, respectfully but unmistakably, that the quality of justice in Missouri is becoming seriously undermined by the lack of adequate compensation for our judges. We beseech the members of the General Assembly to recognize the irreparable harm that is not only a possibility, but a likelihood, if economic relief is not granted immediately for the judiciary.

We urge each member of the General Assembly to support legislation which will represent an effort, backed by sound economic research, to restore the judiciary to the position of equity it would have attained if regular salary increases had been granted over the years.

Failure to provide relief will have a profound effect on our ability to keep competent judges on the bench and attract capable, experienced lawyers to judicial office. The impact on the quality of the judiciary will be felt in just a few years and could last for decades.

Sincerely yours,

CLAY COUNTY BAR ASSOCIATION
David Russell, Pres.

EASTERN JACKSON COUNTY BAR ASSOCIATION
Brian Warr, Pres.

JACKSON COUNTY BAR ASSOCIATION
Kit Carson Roque, Jr., Pres.

KANSAS CITY BAR ASSOCIATION
Willard Bunch, Pres.
R. Lawrence Ward, Pres. Elect
Bobbie L. Hunsperger, Exec. Dir.

LACLEDE COUNTY BAR ASSOCIATION
Darrell Deputy, Jr., Pres.

LAWYERS ASSOCIATION OF KANSAS CITY
Major W. Park, Jr., Pres.
William B. Kircher, Vice Pres.

MISSOURI ASSOCIATION OF TRIAL ATTORNEYS
William McCaffree, Pres.

BAR ASSOCIATION OF METROPOLITAN ST. LOUIS
Charles P. Todt, Pres.
Maury Poscover, Pres. Elect
Ken Klein, Exec. Dir.

WOMEN LAWYERS ASSOCIATION OF GREATER ST. LOUIS
Joan M. Burger, Pres.
Mary Sleater, Pres. Elect

This is only a partial list of local bar associations who support the Coalition Committee on Judicial Compensation. Other bar associations are in the process of getting membership approval for this coalition.

"The Bar feels it has an obligation to warn the General Assembly and the public, respectfully but unmistakably, that the quality of justice in Missouri is becoming seriously undermined by the lack of adequate compensation for our judges."

Coalition on Judicial Compensation

WHY ARE JUDGES RESIGNING?

WHY SHOULD TOP LAWYERS SEEK TO SERVE
IN THE JUDICIARY?

IF MISSOURI JUDGES' SALARIES HAD GROWN IN
LINE WITH THE SALARIES OF THE AVERAGE FULL-
TIME WAGE AND SALARY WORKER IN THE U.S.
SINCE 1978 JUDGES WOULD BE EARNING 31.5%
MORE THAN THEY ARE TODAY.

A JUDGE'S SALARY TODAY HAS THE PURCHASING
POWER OF ONLY 67% OF WHAT IT WAS IN 1978

A JUDGE PRESIDING IN A COURTROOM IS PAID 46%
OF WHAT THE AVERAGE LAW PARTNER MAKES...AND ONLY
33 1/3% OF THE INCOME OF THE MOST SUCCESSFUL LAWYERS
APPEARING IN THE COURTROOM.

IF THE PRESENT TREND CONTINUES, IN LESS THAN A
DECADE JUDGES WILL BE EARNING LESS THAN THE LEAST
EXPERIENCED AND LEAST SUCCESSFUL LAWYERS IN THE
LEGAL PROFESSIONS. THIS LEADS MANY TO FAIRLY
CONCLUDE: WHY SHOULD A JUDGE REMAIN A JUDGE,
AND WHY SHOULD THE BEST LAWYERS BECOME A JUDGE?

COALITION COMMITTEE ON JUDICIAL SALARIES

Report of the
Coalition Committee on Judicial Compensation

A highly qualified and independent judiciary is a matter of primary concern of the people of Missouri. At the heart of our system of justice is the competency of the men and women who, as judges, dispense justice within the structure of our system of government.

If the judiciary is to continue to carry out its critical role in our society, it is imperative that the State of Missouri have judges who possess a thorough knowledge and understanding of the law, the abilities and character traits necessary to employ skill and discretion in the application of the law, and a complete understanding of the law's social and economic effects upon society generally. The laws promulgated by our General Assembly would have little utility if they were not construed by able and fair-minded judges who act both as protectors of society at large and also insure and protect the personal rights of each of us.

AN INTELLECTUAL CRISIS

Every responsible person or committee that has considered the problem agrees that the present pay levels and method of

compensation for Missouri judges are inadequate, and that something must be done immediately to remedy this situation if the people of Missouri are to be assured of the ability to attract and retain qualified judges.

The Committee recognizes that monetary benefits are not the only attraction of public service and that complete parity with salaries paid by private law firms is neither possible nor desirable. Nevertheless, compensation levels today have fallen below the point where they provide adequate monetary recognition of the importance of the role filled by the Missouri judiciary. The economic sacrifice being demanded of state judges is compounded by high inflation. The inadequate salaries now being paid to state judges will, if allowed to continue at the same level, result ultimately in a judiciary dominated by the independently wealthy who are willing to accept low salaries, or by the inexperienced or incompetent who cannot expect to be better compensated in the private sector. In order to attract and keep the best judges, the State must be at least somewhat competitive with the private sector. As the situation now stands, the State is not at all competitive with comparable private employment. The result of this failure to keep pace with the cost of living is increasing dissatisfaction among the judiciary.

THE ECONOMICS OF JUDICIAL SERVICE

"THE EARNINGS OF THE AVERAGE FULL-TIME WORKER IN THE U.S. HAVE GROWN 35.3% SINCE 1978. IN CONTRAST, MISSOURI JUDGES HAVE RECEIVED A 3.8% INCREASE DURING THE SAME TIME PERIOD. JUST TO KEEP UP WITH THE AVERAGE WORKER JUDGES WOULD NEED TO BE EARNING 31.5% MORE THAN THEY ARE NOW,"

according to Dr. A. E. Vandegrift, Vice President, Social and Engineering Systems Group, Midwest Research Institute. Vandegrift conducted an economic study for the Coalition on Judicial Compensation.

Dr. Vandegrift's study shows circuit judges have received only a 3.8% increase in salaries since 1978, while the Consumer Price Index has increased 50.2%. This means that in terms of 1978 dollars, circuit court judges are now making the equivalent of only \$31,160 before taxes. To merely restore these individuals to their gross income in 1978 would require a salary increase of \$20,841. During this period, the average full-time wage and salary worker in the U.S. has experienced a 35.3% increase in earnings. In this environment, the General Assem-

bly must ask itself whether Missouri's judges are now worth 31% less than they were five years ago.

The study found that Missouri judges are paid 46% of what the average-income southwest law partner earns and only one-third the income of the most successful lawyers appearing in their courtrooms. The wide disparity between judicial salaries and the private sector has become unreasonably disproportionate. At the same time the duties of the judiciary and the expectations of the public with respect to their quality and functions have been increased substantially in the last several years.¹ The resulting situation is both inequitable and unhealthy. Although ascendancy to the judiciary still represents an element of sacrifice, this element must not be so great as to deter qualified individuals from seeking office.

If the present trend continues, in less than a decade, judges will be earning less than the least experienced and least successful lawyers. There still will be plenty of applicants for judicial office, but for the most part, they will not be the top quality lawyers our system of justice deserves and demands.

¹ See the appendix section, infra, which details the increased administrative and judicial burden created by recent statutory enactments.

Other states have been more sensitive and responsive to this issue. For example, an Illinois circuit court judge will receive a salary of \$65,000 in 1983. In addition, many states, such as California and Tennessee, have implemented a cost-of-living adjustment program for state court judges. Other states, such as Arizona, have removed this politically sensitive issue from the political process through periodic reviews by non-political salary commissions.

The Governor and Missouri General Assembly must confront this serious problem by significantly increasing judicial salaries immediately and by establishing a method for continuing review of judicial salaries. Our state court judges should not be placed in the position of having to lobby the General Assembly for salary adjustments each year as their salaries are eroded by an inflationary economy.

Because judicial salaries are only infrequently increased (about once every 3 or 4 years on the average), the increase appears to be a rather dramatic sum when it does come. This is an acute distortion of reality, because the amount of the increase, spread over the years, if it were gradual, would be clearly not very substantial.

During the 1970's and so far in the 1980's, a record 31 Federal judges resigned their positions, in most cases making it clear that their reasons, in large part, were financial. If this phenomenon is to be avoided in Missouri, immediate steps must be taken to assure that our state court judges will not be compelled to resign simply because of inadequate compensation. A procedure whereby judicial salaries are periodically reviewed is essential; ideally, the state judiciary should receive automatic, annual adjustments based on increases in the employment cost index. Under the present system judicial salary increases are provided infrequently and in insufficient amounts.

IMPACT ON THE COURTS

... THERE HAVE BEEN NUMEROUS RESIGNATIONS FROM THE JUDICIAL BRANCH OF STATE GOVERNMENT AS A RESULT OF THE DISPARITY BETWEEN THE LEVELS OF COMPENSATION PROVIDED BY THE STATE AS COMPARED TO THE PRIVATE SECTOR. . .

GOVERNOR CHRISTOPHER S. BOND
JUNE 24, 1982

Missouri judges, some of our most talented jurists, are beginning to resign from the bench to return to the private practice of law where their earning potential far exceeds judicial compensation. In the last year, three outstanding judges,

John Bardgett of the Missouri Supreme Court, Paul Vardeman in Jackson County and Charles Elliott in Johnson County, cited economic reasons when they resigned. Between them they had 43 years of judicial experience.

In addition to the resignation of these experienced judges, there will be more in the months ahead. Unfortunately, the judges most likely to resign are the one who are the most talented and thus will be assured a successful law practice. Typically, the judge who resigns is at mid-career with ten or more years of experience on the bench and with children of college age. The decision to resign is reached at the point at which the economic sacrifice of public service must be balanced against the economic welfare of the family. At age 45 or 50, an experienced judge has much to offer a law firm.

Who loses in this scenario? The people of Missouri lose, because this experienced judge also has much to offer the public.

Citizens have every right to expect competence in the judiciary. When a citizen comes to court to pursue a matter of legal principle, to seek damages in an accident suit, or to enforce a contract, the judge conducting the proceeding is expected to possess superlative legal skill and knowledge.

The judge is the person upon whom we place responsibility for insuring the highest ideal of our society: justice.

Why should a competent judge remain a judge, and why should the best lawyers become judges?

Judges last received a salary increase in January, 1978. Because their salaries are set by the General Assembly, judges must await salary increases until the General Assembly feels the political climate is right. Salary increases are infrequent and the result is that the judicial compensation is not commensurate with the degree of responsibility and skill required for the job.

Without an immediate increase in salaries for the judiciary and a method of periodic salary review, the outlook for the judiciary is bleak. We recognize that public service requires personal sacrifice and salaries should not be equal to top salaries in the private sector. The job of judge carries with it prestige and other benefits. But the sacrifice has become too great to insure that citizens of Missouri will continue to have experienced and competent judges willing to serve the court system. Missouri must offer higher pay if it expects first rate lawyers to accept judicial appointments. To do less is neither just nor sound public administration.

The determination of appropriate salary levels for positions in any field involves a complexity of factors. The state judiciary is no exception. General guidelines usually suggest that a salary reflect the level of responsibility a job entails and the condition of the "marketplace". It is commonly agreed that competitive salaries, or other forms of compensation, attract the "best" applicants.

SURVEY OF JUDICIAL SALARIES
Published by the National Center for
State Courts

May 1982

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- * Since 1978 the Consumer Price Index has increased by 50.2%, while Missouri judicial salaries have increased only 3.8% - a substantial decline in real income.
- * To keep up with the increase in earnings of the average full-time wage and salary worker, Missouri judges would need to be earning 31.5% more than their present salary.
- * A Missouri judge earns only 46% as much as the average southwest law partner and only one-third as much as the most successful trial lawyers.

Dr. A. E. Vandegrift
Vice President, Social and
Engineering System Group
Midwest Research Institute
Kansas City, Missouri

ECONOMIC STUDY

INTRODUCTION

On the following pages are graphs and charts that delineate the recent salary history of the Missouri judiciary. See Figures 1 through 4 and Tables I and II.

Table I presents the salaries of Missouri judges and compares them on a yearly basis with other workers and the consumer price index. This table also provides the average increase in salary per year for each of these categories. The average annual increase of 0.95% for Missouri judges since 1978 is substantially lower than any other category.

Table II compares Missouri judges with other white collar workers in the United States and further illustrates how Missouri judges lag behind other professionals in salary increases.

Figure 1 demonstrates that in the past 4 years Missouri judge's salary increases have not kept pace with other workers nationally or regionally. This dramatic difference is further illustrated in Figure 2 when salary increases are compared with the percentage increase in the consumer price index during

these same years. While other salaries represented in Figures 1 and 2 have risen at a faster rate to keep up with inflation, Missouri judge's salaries have decreased at a much faster rate in terms of real income.

The average full-time worker in the United States has experienced a steady and substantial yearly increase in salary since 1978, as illustrated in Table 3, while Missouri judge's salaries remained the same from 1978 up until 1982 when they received a 3.8% increase.

The comparison of salaries of Missouri judges with salaries of law firm partners is most revealing because of the direct correlation between the experience and responsibilities of these private practitioners and the requisite qualities for service in the judiciary. In fact, most judicial candidates are drawn from this group and the disparities in salaries graphically show why fewer of these experienced, successful lawyers will be available for judicial service. Figure 4 represents those lawyers in the southwest that Missouri judges must often be chosen from. This chart clearly shows the effect of experience on attorney's salaries in 1981.

Ideally, judges should come from the most competent and experienced lawyers. The average income of partners in the

southwest is \$113,671 with those in the upper quartile making \$156,000 a year. . It is apparent, therefore, that judges in Missouri are substantially underpaid.

Research and analysis of all data in the following pages were provided by Dr. A. E. Vandegrift, Vice President, Social and Engineering Systems Group, Midwest Research Institute, Kansas City.

EARNINGS OF MISSOURI JUDGES COMPARED WITH OTHER WORKERS

Year	Missouri Judges ^a			U.S. District Judge ^c	Corporate Attorneys (Level VI) ^d	Professional and Technical Workers in U.S. ^d	Full-Time Wage and Salary Worker in U.S. ^d	Consumer Price Index - U.S.
	Supreme Court	Appellate Court	Circuit Court					
1969	\$26,500	\$25,000	\$21,500 ^b	\$40,000	\$29,424	\$ 8,684	\$ 6,292	109.8
1970	26,500	25,000	21,500	40,000	33,036	9,412	6,760	116.3
1971	26,500	25,000	21,500	40,000	33,372	9,828	7,176	121.3
1972	26,500	25,000	21,500	40,000	34,824	9,984	7,488	125.2
1973	31,500	30,000	28,000	40,000	37,044	11,024	8,268	133.1
1974	31,500	30,000	28,000	40,000	38,184	11,856	8,788	147.7
1975	31,500	30,000	28,000	42,000	41,040	12,792	9,620	161.2
1976	36,500	34,000	31,000	42,000	43,752	13,312	10,244	170.5
1977	36,500	34,000	31,000	54,000	46,512	14,404	11,024	181.5
1978	50,000	47,500	45,000	54,000	51,804	15,288	11,804	195.3
1979	50,000	47,500	45,000	61,500	56,964	16,465	12,688	217.7
1980	50,000	47,500	45,000	67,100	60,636	17,996	13,832	247.0
1981	50,000	47,500	45,000	70,300	66,958	19,228*	15,028	272.3
1982	51,840	49,290	46,740	70,300	76,202	20,545*	16,162*	293.3
Annual Average Rate of Growth								
1969-1982	5.35%	5.85%	6.15%	4.45%	7.61%	6.85%	7.55%	8.55%
1978-1982	0.95%	0.95%	0.95%	6.79%	10.11%	7.59%	8.18%	10.67%

Source: Midwest Research Institute.

Notes:

- ^a Salaries of Missouri Judges from the Missouri Revised Statutes for years 1967-1980. Changes in salary levels were approved in 1967, 1972, 1975, and 1977 and became effective at a later date.
- ^b The salaries of Circuit Court Judges varied in 1969 to 1972 depending on the population of counties in circuit. Salaries range from \$20,000 to \$23,000. \$21,500 is the mean.
- ^c U.S. District Judge salary data obtained from the U.S. Department of Justice.
- ^d Salaries obtained from the Bureau of Labor Statistics (BLS).

* Indicates salary for that year has been estimated based on annual average rate of growth since 1969.

TABLE II

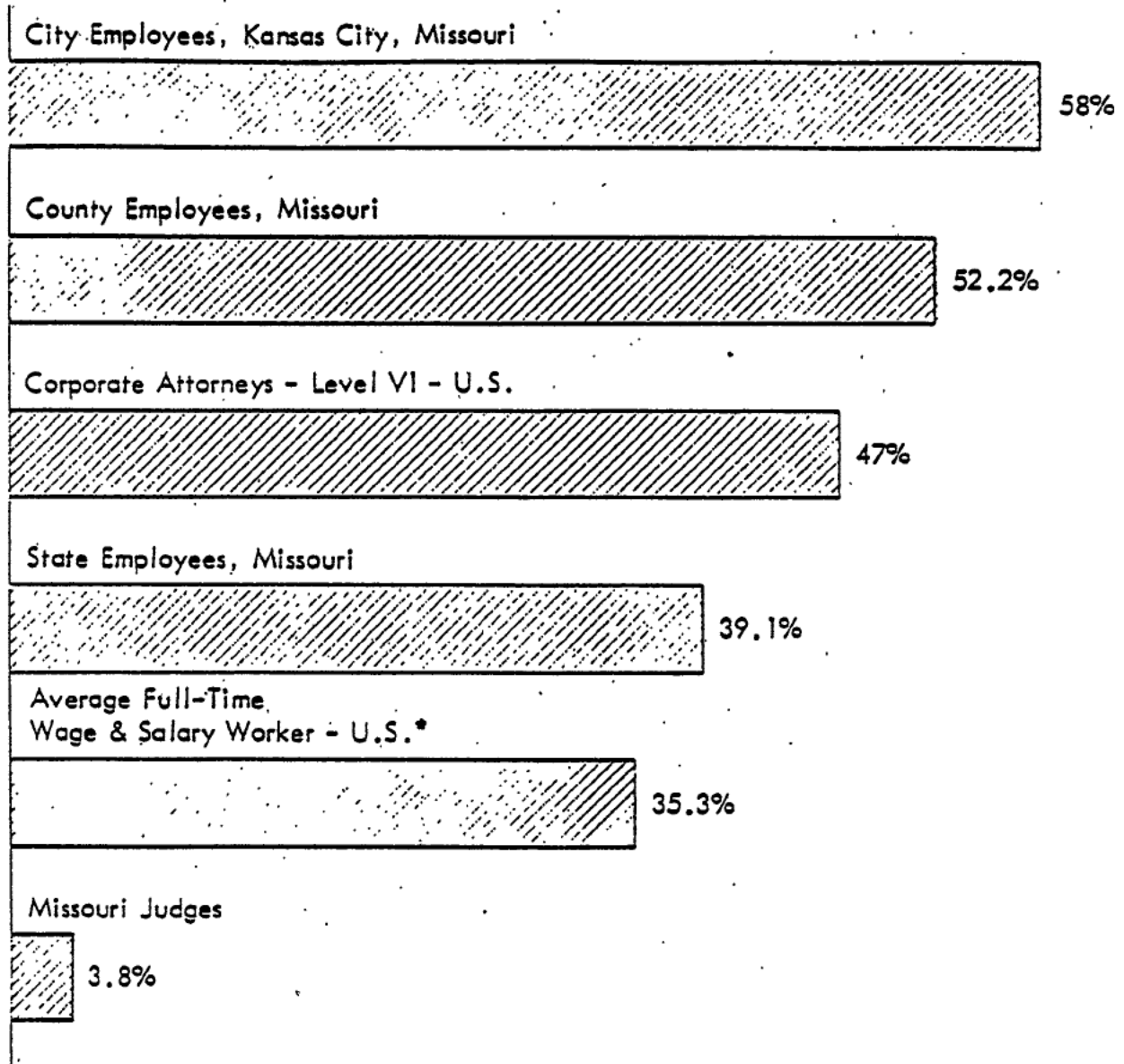
WHITE COLLAR SALARIES, MARCH 1982
 (Percent Increase in Average Salaries,
 Selected Occupations,
 1978 to 1982)^a

<u>Occupation</u>	<u>1978 to 1982 Percent Increase</u>
Professional, Administrative, and Technical Support:	
Accountants	34.2
Chief Accountants	36.7
Auditors	32.9
Job Analysts	30.8
Directors of Personnel	36.6
Attorneys	35.2
Buyers	33.2
Chemists	34.2
Engineers	35.1
Engineering Technicians	34.0
Drafters	33.9
Missouri Judges	
Supreme Court	3.8
Appellate Court	3.8
Circuit Court	3.8

Source: Midwest Research Institute.

^a White collar salary data obtained from Bureau of
 Statistics.

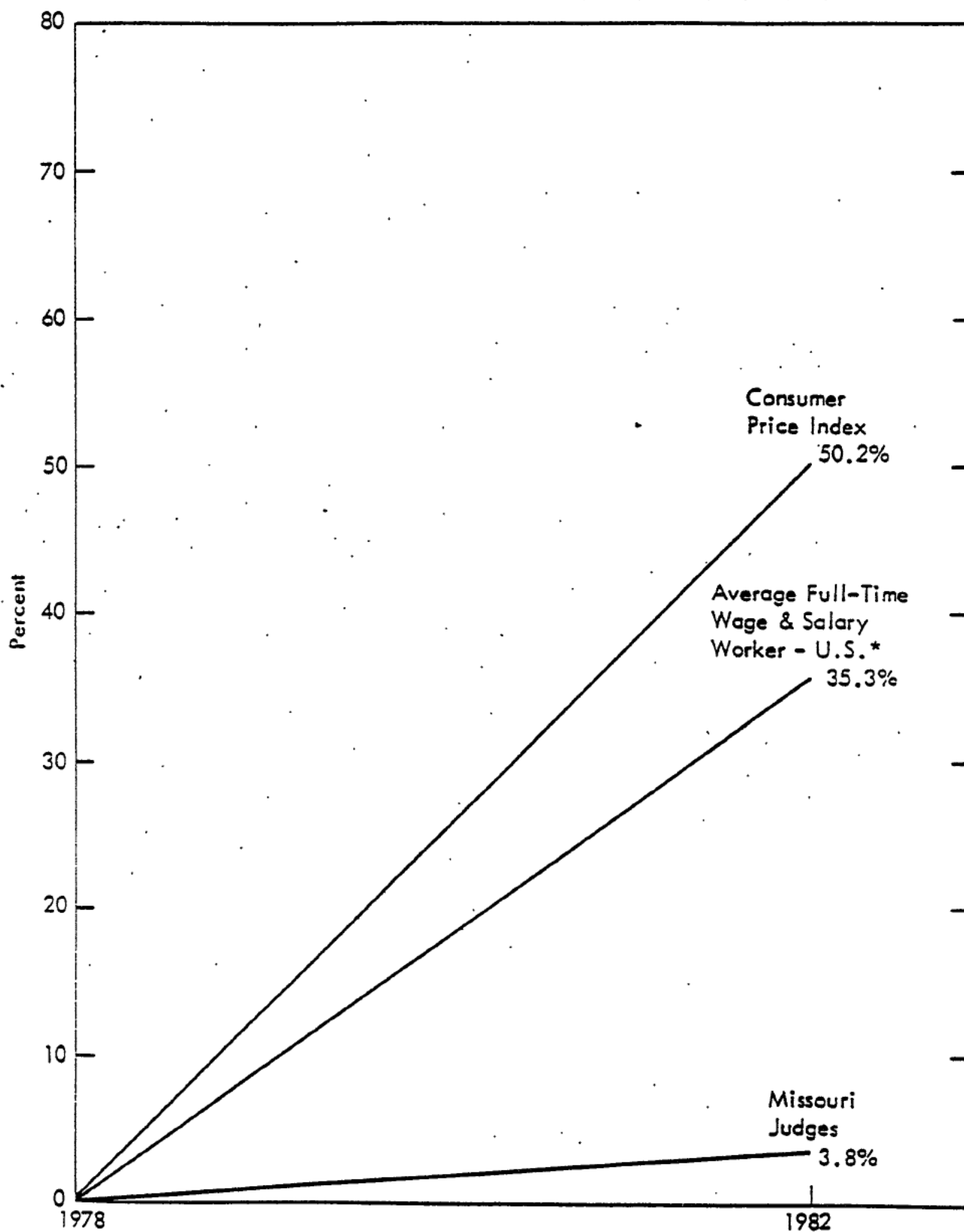
FIGURE 1. COMPARISON OF SALARY INCREASES, 1978-1982



* Projected estimate based on BLS average annual increase 1978-1981

Source: Midwest Research Institute

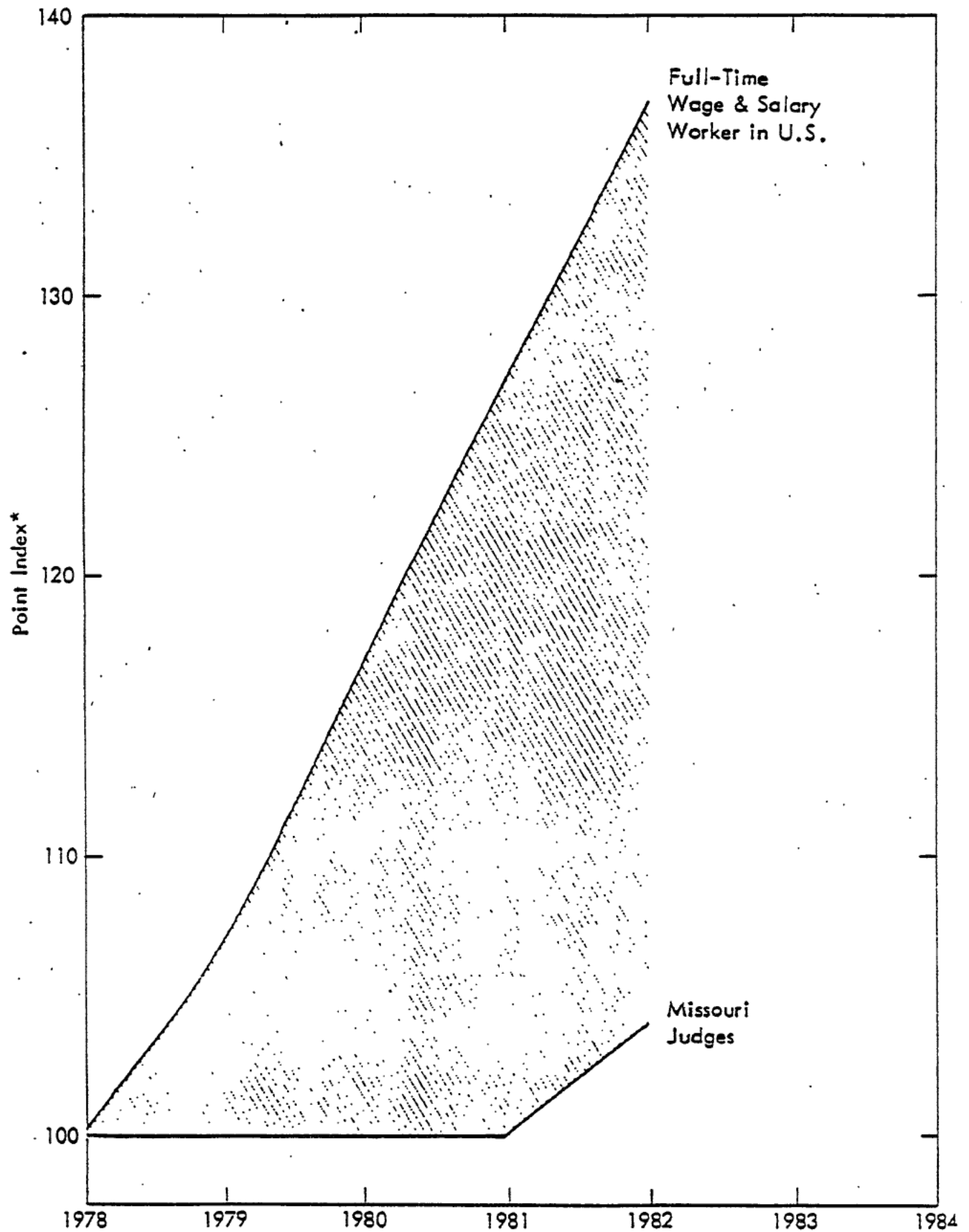
FIGURE 2. INCREASE IN MISSOURI JUDICIARY SALARIES, 1978-1982
COMPARISON WITH RELEVANT SEGMENTS IN SOCIETY



* Projected estimate based on BLS average annual increase 1978-1981

Source: Midwest Research Institute

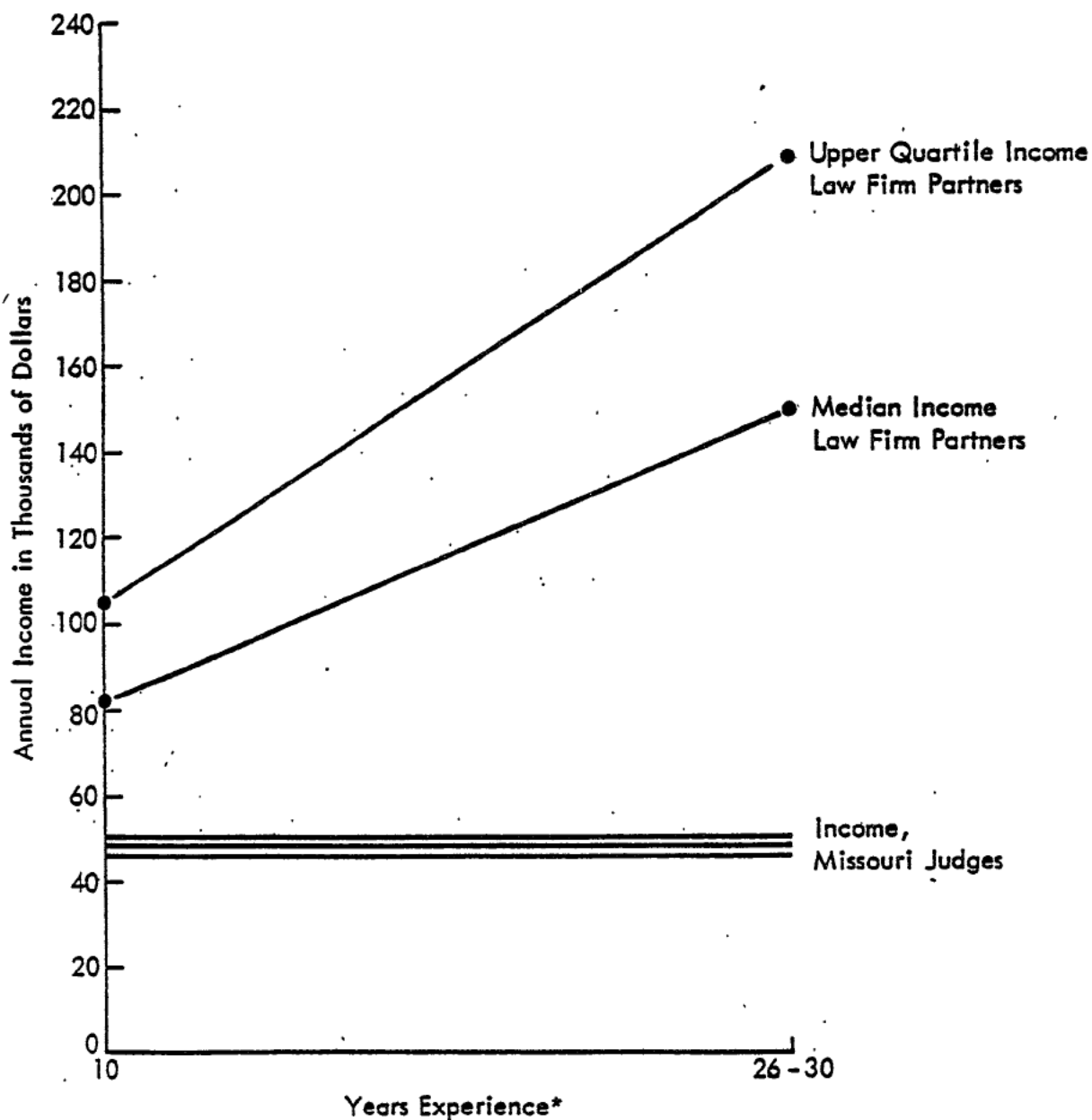
FIGURE 3. EARNINGS OF MISSOURI JUDGES COMPARED WITH ALL WORKERS IN U.S., 1978-1982
(EARNINGS INDEXED TO 1978)



Note: 1978 = 100

Source: Midwest Research Institute S-24

FIGURE 4. COMPARISON OF MISSOURI JUDGES SALARIES
WITH PRIVATE ATTORNEYS, BASED UPON YEARS
OF EXPERIENCE, 1981



* These years represent the age range where most Missouri judges come from. Income data for attorneys was obtained from Altman & Weil Inc. Publications, The Survey of Law Firm Economics (1975-1981), Southwest region.

Source: Midwest Research Institute

IMPACT ON JUDICIAL TIME AND RESPONSIBILITY
(statistics are derived from 16th Judicial Circuit numbers,
years 1977 through 1981, unless noted otherwise)

INFLUENCING FACTOR(S)

I. GENERAL BACKGROUND
CURRENT AND CONTINUING TRENDS

Litigious Propensity of Society Has created an ever-increasing court caseload:

- 1) Circuit case filings have increased 21% in last 5 years
- 2) Associate circuit case filings have increased 34% from 1978 to 1981
- 3) Jury trials increased 20% in last 5 years

Complexity of Litigation Rise of complicated and unusual litigation and demise of less complicated personal injury actions necessitate greater judicial time per case:

- 1) pre-trial motions increase in volume and complexity
- 2) expert witness testimony is required
- 3) intricate and specialized subject matters with which a judge must familiarize himself, are routinely involved

Rise of Specific Classes of Litigation "Civil Rights" orientation continually encourages litigation in increasing numbers to safeguard basic rights:

- 1) 42 U.S.C. Section 1983 proceedings
- 2) employee/employer relations

"Consumer" actions-have given rise to complex and intricate litigation, including the expanding area of products liability.

"Asbestosis" claims-lengthy litigation which requires detailed medical and expert testimony

"Hyatt" cases, construction cases, business litigation-highly involved, multiple party actions requiring voluminous pre-trial proceedings and the development of expertise in variety of areas. Examples: Vollenweider Lexington Farms, Inc. v. Rohn and Hass Co., et. al, products liability litigation involving eight-week trial; Plainview Farms, Inc. v. Allied Mills, Inc., et. al, breach of warranty and misrepresentation claims rising out of contract for the sale of swine, two-month plus trial

Sophisticated criminal charges. Example: State of Missouri v. Russell Phillips, criminal charge involving nine counts relating to confidence game, trial expected to last six to nine months

Civic Responsibilities

Participation in community creates enlarging demands on judiciary:

- 1) Speaking engagements
- 2) Bar Association involvement
- 3) Membership on Supreme Court Committees relating to the administration of the courts, i.e., budget, records, data processing
- 4) Committee memberships and advisory relationships
- 5) Seminar, trial and CLE participation
- 6) Assistance with community voluntary agencies and groups

II. LEGAL BASES

"Court Reform Act" (L. 1978 H.B. 1634; Mo. Const. of 1945, art. V (1976))

Has resulted in an increase in administrative and supervisory duties of the court en banc, and in particular the presiding judge, infringing on time otherwise available for judicial responsibilities.

"Smalls Claims Court"-Chapter 482 R.S.Mo. 1978 (L. 1976 H.B. 1317 & 1098, A.L. 1978 H.B. 1634 A.L. 1982 S.B. 497)

Created an entirely new quasi-court system necessitating court hearings and judicial consideration and active involvement in claims prosecuted and defended by pro se litigants which, because of their pro se nature, require more lengthy and active involvement by the judiciary. Also has resulted in numerous pro se trials de novo, involving extra judicial effort. Small claims filings have increased 72% in the last 5-year period.

Small Claims Jurisdictional Increase to \$1,000.00 (S.B. 497, Section 482.305 (1982))

It is anticipated that the increase in the small claims jurisdictional limit will result in greater numbers of small claims filings. Of the small claims filings between 8/13/82 and 10/2/82 in the 16th Judicial Circuit, 35% requested an amount between \$500.00 and \$1,000.00. The number of filings since August 13, 1982, represents a 37% increase in monthly filings over last year's figures.

"Adult Abuse"-Chapter 455 R.S.Mo. Supp. 1981 (L. 1980 S.B. 524)

The Adult Abuse Act created an entirely new type of proceeding. It permits pro se litigation, involving an ex parte and full judicial hearing as well as the possibility for continuing subsequent hearings.

Child Support Enforcement Services-Section 207.025 R.S.Mo. 1978 (L. 1977 H.B. 601, A.L. 1978 H.B. 1121 & 1257, A.L. 1982 S.B. 468)

Established active child support enforcement program by prosecuting attorney resulting in heavy judicial burden. Show cause proceedings increased 661% in the past 5-year period. Child Support collections have correspondingly increased 279% in the past 5-year period.

"Trusteeships"-Section
452.345 R.S.Mo. 1978 as
amended by S.B. 468 (1982)

Requires the court to establish
trusteeships in domestic actions
upon request. The mandatory nature of
this law will result in increased
referrals to the prosecuting attorney
and an increase in enforcement
proceedings.

"Income Assignments"-Section
452.350 R.S.Mo. 1978 as
amended by S.B. 468 (1982)

Mandatory and complex income assignment
proceedings will necessitate repeated
court hearings and review.

"Uniform Child Custody
Jurisdiction Act"-452.440-
452.550 R.S.Mo. 1978 and Supp.
1981 (L. 1978 H.B. 914
A.L. 1979 S.B. 154)

Requires expanded exercise of
jurisdiction in custody matters,
involving court hearings to
establish or modify custody
decrees.

"Comprehensive Psychiatric
Services" Act-Chapter 632
R.S.Mo. Supp. 1981 (L. 1980)

Probate divisions have incurred greater
responsibilities in regard to civil
detention proceedings: court hearings
are more involved, evidence is more
voluminous and complex, and a sequence
of subsequent hearings is required.

"Foster Care"-House Bill Nos.
1171, 1173, 1306 & 1643
Sections 210.710, .720, .730
(1982)

New provisions mandating regular and
continuing dispositional hearings and
review regarding children placed in
foster care homes will place a large
burden on juvenile divisions. As of
October 15, 1982, the 16th Judicial
Circuit Court, Juvenile Division,
counted 750 foster care proceedings
entitled to judicial consideration.

"Speedy Trial" Act-Section
547.780 R.S.Mo. 1978 (R.S.Mo.
1939, A.L. 1977 H.B. 241)

Necessity of criminal trial within 180
days of arraignment imposes increased
judicial constraints, i.e., the law
encourages pre-trial motions, as well
as forcing cases to trial.

"Driving While Intoxicated"-
Senate Bill 513 (1982)

Will require court review prior to
reissuance of driver's license after
twice convicted of laws relating to
driving while intoxicated; it is
expected that the expanded
d.w.i.-related offenses will result in
an increase in trials.

"Sovereign Immunity"-Sections
537.600, .610 R.S.Mo. 1978
(L. 1978 H.B. 1650), Owen v.
City of Independence, 445 U.S.
622 (1980)

The diminishing application of
sovereign immunity has prompted
increased litigation against
governmental entities.

STATISTICAL INFORMATION

<u>STATEWIDE</u>	<u>1977</u>	<u>1982</u>	<u>% increase</u>
Circuit Judges	126	132	6%
Magistrate Judges/Associate Circuit Judges	160	170	6%

<u>JACKSON COUNTY</u>	<u>1977</u>	<u>1981</u>	<u>% increase</u>
Jury Trials:	372	445	20%
Circuit Filings:			
Criminal	1,553	2,094	35%
Civil	4,480	5,417	21%
Domestic relations	6,891	7,494	9%
Motions to modify	1,128	1,301	15%
Show cause	339	2,579	661%
Municipal appeal	1,539	1,415	-8%
Juvenile	3,610	3,319	-3%
Total:	19,540	23,618	21%

	<u>1977</u> (Magistrate)	<u>1978</u>	<u>1981</u>	<u>% increase</u> (78-81)	<u>% increase</u> (77-81)
Associate Filings:					
Civil		17,715	22,858	29%	
Criminal-felonies	{ 39,918 }	4,262	4,333	2%	{ 25% }
Misdemeanor & traffic		14,976	22,904	53%	
Small Claims	1,107	1,755	1,906	9%	72%
Total:	41,025	38,728	52,001	34%	27%

	<u>1980</u>	<u>1981</u>	<u>1982-Sept. 9, 1982</u>
Adult Abuse Filings:	47	74	160

Small Claims Filings: 8/13/82 through 10/2/82
327 filed - 35% in new jurisdictional range (\$500-\$1,000)

"While government can never match the private sector for elected and cabinet salaries, and should not, the present system of compensating these officials is unfair, illogical and short-sighted. In the long run, it will drive the best people from government, encouraging the filling of important posts by the inexperienced, the mediocre or the wealthy. We would not tolerate this in our private lives and I fail to see why we tolerate it in our public lives."

Governor James R. Thompson, ILLINOIS
August 27, 1981

December 14, 1981

MISSOURI TIMES

As we see it

Ideally the ranks of the judiciary ought to be filled with the cream of the legal profession. Citizens who come before the courts, as well as the lawyers who represent them, must have well-placed confidence in the ability and character of the judges before whom they appear. To ensure that such is the case, it is crucial to the integrity of the judicial system that the most highly qualified attorneys be attracted to serve.

Despite this practically self-evident proposition, the salaries of Missouri judges have been frozen since 1977. They have not even been granted routine annual pay increases awarded to virtually all other state employees. It's nice to think that a sense of public service alone will lure the most worthy candidates to the bench. This, however, cannot realistically be expected.

No one has been immune to the effects of inflation over the past four years, including judges. To expect the best and the brightest of the legal profession to exist on static incomes and to forgo the ever increasing compensation of their peers in private practice is simply asking too much.

Competition for judicial talent

The Missouri Supreme Court has, in the last year or so, ruled on issues that quite literally affect every citizen of the state—including racial and sex discrimination, the state spending lid, taxes and criminal death sentences. This seven-member tribunal, which sits in Jefferson City, has other major responsibilities, not the least of which is to establish rules for procedures in state courts, make temporary assignments of judicial personnel and supervise the entire Missouri court system.

It is surprising and disappointing to learn that only a dozen or so of Missouri's 13,500 lawyers applied to fill a vacancy created by the retirement this summer of Judge J.P. Morgan. Precious few lawyers are interested in serving on the Supreme Court. The most frequently mentioned reason is the relatively low salary. Justices, as of Aug. 13, will receive \$51,840 a year. Many lawyers out of law school three years receive about that much. A highly qualified lawyer can expect to earn in the range of \$100,000 and up. A great many

who make much less will think that lawyers are vastly overpaid and by a greater factor than had been supposed in inflation. But that is not the issue. The issue is getting good judges.

Another member of the court, Judge John Bardgett, has cited inadequate pay as the reason he will leave the bench Aug. 31. Mr. Bardgett will join a law firm in St. Louis at a salary reported to be nearly triple his state stipend. A third justice, Robert Seiler, will step down when he reaches mandatory retirement age late this year.

In the past it has not been unusual for 50 or so applications to be made for circuit judgeships. The lack of wide response for the Morgan position and the departure of Judge Bardgett show all too clearly that Missouri is not offering sufficient remuneration to interest large numbers of lawyers in serving on the Supreme Court.

Obviously the state is not now competitive with private practice. This situation needs to be corrected else the people could be the loser when their day in court arrives.

THE KANSAS CITY STAR June 28, 1982, State Edition

The bench: Can lawyers afford the honor?

By Ron Ostroff
Legal Affairs Writer

After 11½ years as an associate district judge for Johnson County, Charles A. Elliott decided that he could no longer afford to be a judge.

"Financially, we were getting nowhere," Elliott told his family. "We had to cut down on a lot of things. My wife had to go back to work full time as a teacher for the first time in 10 years. And I was starting to get into debt."

After leaving the court July 21, Elliott joined Martin Laboratories of Kansas City as assistant general counsel for almost double the \$35,500 he was making as a judge.

Elliott is one of a growing number of state and federal judges who have left the judiciary for a cor-

poration or private practice rather than try to support a family on a salary that rarely increases and fails to keep up with inflation.

Judges and judicial administrators say many qualified lawyers don't seek judgeships because salaries usually are far less than those of a partner in a major law firm.

The number of judicial resignations is growing although salaries for many state judges, including those in Kansas and Missouri, have been raised in recent years, and national lawyers' groups and the

Administrative Office of the U.S. Courts have suggested huge increases for federal judges.

"In the 1970s, 24 federal judges resigned," said Joseph Spaniol, deputy director of the Washington-based Administrative Office of the U.S. Courts. "There were probably only about half a dozen resignations in the previous decade."

"This is a new phenomenon for us," Spaniol said. "We never had judges resign in any numbers because of low salaries. But in the 1970s a number of judges publicly said that was the reason they were leaving."

Spaniol said studies show that lawyers in the same age group as federal judges earn about three times as much in private practice.

Friday Journal

times as much in private practice.

In 1980 a U.S. district judge earned \$40,000. With a family of four, a judge was left with \$30,645 after taxes.

Now, the same federal judge earns \$54,500 and is left with \$41,812 after taxes. But with the 131 percent rise in the consumer price index since 1980, a federal study said that today's \$41,812 is worth only \$18,092 in 1980 dollars.

Meanwhile, Kansas City municipal judges receive \$41,679, and the largest Kansas City law firms are said to be paying beginning lawyers about \$30,000 a year.

"We suggested that the federal commission examining judicial salaries give the judges back the after-tax purchasing power they had in 1969," Spaniol said. "That would require a salary of \$107,255 for district judges and \$114,357 for judges on federal appeals courts." Federal appeals court judges received \$42,500 in 1969 and will earn \$57,500 this year.

The American Bar Association has recommended a \$97,000 salary for federal district judges, and the American College of Trial Lawyers recommended \$95,000.

Arnold Bauman, now head of the litigation department at one of the nation's largest law firms, Shearman and Sterling in New York, resigned as a U.S. district judge in 1974. He said salary was the only reason for his resignation.

"My pre-judicial income was about three times the \$40,000 I was earning as a judge," Bauman said. "I knew that I would have to make some sacrifices when I went on the bench. But I could not make ends meet."

Bauman said he knew he would have to end his judicial career when after 2½ years on the bench it seemed he would have to sell his house. "And I didn't even think that a reduction in housing costs would help that much," he said.

Former Justice Fred Karl of the Florida Supreme Court also resigned because of financial problems. He said he left the bench in April 1978 because "living on my (\$43,000) salary with six children was impossible."

Before joining Florida's top court, Karl said he earned about \$135,000 a year in 1974. Now back in private practice, he is earning about that much again.

But before he took office in 1976, Karl said: "We had a conference with the three kids who were in college at the time. And they all agreed to take part-time jobs and apply for loans so I would be able to afford to serve on the court."

After Karl's resignation and pressure from other Florida judges, the state legislature raised the salary of a Supreme Court justice to \$80,400.

In Kansas, Howard Schwartz, judicial administrator for the state court system, said eight or nine judges had resigned in the last year.

"That's significant because most of these people are younger judges with 10 or 15 years' experience," Schwartz said. "And all of them have said that salary was a big reason — many times the primary reason — for their leaving."

"We want hard-working, qualified people as judges — not people who are retiring attorneys planning to spend their last years winding down on the

bench. But how can we expect a top-notch attorney who is making \$80,000 or \$100,000 a year to take a job that pays \$34,000?"

"If we want to attract the top legal talent, we are going to have to pay them well."

On July 1, Kansas judges received a long-awaited salary increase. Another increase will come next July.

Here are some current Kansas judicial salaries and what they will be after raises next year: Supreme Court chief justice \$46,000 (next year \$50,000); Court of Appeals chief judge \$42,000 (\$46,500); district judges \$37,500 (\$44,000); associate district judges \$35,000 (\$42,000); district magistrate judges (non-law) \$17,000 (\$19,000).

Missouri judges last received a salary increase in 1977. The salary of the chief justice of the Missouri Supreme Court went from \$38,500 to \$52,500, while the six other Supreme Court judges moved from \$36,500 to \$50,000. The salaries of Appeals Court judges increased from \$34,500 to \$47,500, while salaries for circuit judges rose from \$31,000 to \$45,000. The salary range for magistrates based on county population moved from between \$19,200 and \$25,000 to between \$27,800 and \$37,000 a year.

Salaries also are discouraging many lawyers from joining the judiciary.

"The nominating commissions are just not getting the experienced attorneys," Schwartz said. "The people who are applying to be Kansas judges have relatively little experience. It all gets down to what you want to pay for. And Kansas judges are worth more than they are getting paid."

Chief Judge Solbert S. Wasserstrom of the Western District of the Missouri Court of Appeals said the problem was similar in Missouri.

"I've talked to lawyers trying to urge them to become applicants," said the judge, who serves as chairman for the nominating commissions covering Jackson, Clay and Platte counties. "But they tell me they just can't afford it."

He said that five or 10 years ago, the nominating commission for Jackson County would receive about 30 applicants for an opening. But recently, only 12 people applied to replace retiring Circuit Judge Lewis Clymer.

"Just before the last increase, there were a number of resignations," Wasserstrom said. "And I've heard a lot of younger judges say that they just don't know how long they can stay with it because they owe obligations to their families."

The picture on the federal level is similar.

U.S. District Judges Howard Sachs and Scott O. Wright of Kansas City both indicated that they took considerable salary cuts to join the federal bench.

Lawrence Hayes, a lawyer in St. Paul, Minn., heading the nominating commission for the 8th Circuit U.S. Court of Appeals, said: "Despite the fact that federal judges get paid for life (unless they resign), I think it was common knowledge that there were others who would have applied had it not been for the big difference between salaries of appeals judges and attorneys in private practice."

Blue-ribbon panel to consider broad range of state salary hikes

By VIRGINIA YOUNG

JEFFERSON CITY — An advisory commission ordered by Gov. Kit Bond could give new impetus to proposed pay hikes for legislators, statewide elected officials, judges, law enforcement personnel and high-level state employees.

Saying stagnant salaries are hurting the state's ability to keep competent staff on the payroll, Bond announced formation of a 14-member, blue-ribbon panel.

Bond will name five members to the commission, while Senate President Pro Tem Norman Merrell and House Speaker Bob Griffin each will appoint three.

Missouri Supreme Court Chief Justice Robert Donnelly, who last week urged Bond to establish such a commission, also will name three members.

Bond's formation of a similar group at the tail end of his first term in December 1976 led to the last wave of pay hikes for most top state posts.

Those raises, approved by the General Assembly in 1977, lifted salaries for Cabinet members, all state judges, lawmakers and the six statewide elected officials.

The focus is broader this time. Bond said deputy department heads and division directors, whose salaries have been frozen since 1978, often earn less than middle management personnel they supervise.

Most division heads earn \$34,000 a year; deputies make \$37,000, just below the statutory \$40,000 level for most Cabinet heads.

Missouri State Highway Patrol salaries also will come under the commission's review. Specifically, Bond cited "disparities" in state law enforcement salaries compared to police wages in St. Louis and Kansas City.

Legislation raising salaries for Cabinet heads and other appointed officials stalled last session after lawmakers attempted to attach annual hikes in their own \$15,000 salaries.

Bond had backed the bill, sponsored by Senate Appropriations Committee Chair-

man Ed Dirck of St. Ann. It would have permitted annual raises for the executive branch's top officers, as long as the raises didn't exceed percentage raises granted the rest of the state work force.

The legislature backed that idea for the judiciary when it passed another Bond priority, Senate Bill 497, sponsored by then-Sen. and now Judge George Murray of Creve Coeur.

Under that bill, judges are freed from statutory ceilings on their salaries for the next five years. Raises can be granted through the normal appropriations process.

This year's pay plan — \$240 plus 2 percent — puts Supreme Court judges at \$51,840, appellate judges at \$49,289 and circuit judges at \$46,740 annually. Pay for associate circuit judges varies according to the class of county.

Donnelly, in a letter to Bond, asks that a salary commission review, in particular, "inequities" of varying salaries for associate judges. "There appears to be little justification to continue the different salary levels," he says.

Rep. Gary Smith, a Dexter Democrat, made the same case last session, attaching an amendment to Murray's bill during House Judiciary Committee deliberations. The full House later removed the provision at handler Joe Holt's urging.

Donnelly, while pleased that SB 497 passed, says judges are worried lawmakers will give short shrift to "the overall question of adequate judicial salaries" in the future "on the premise that a substantial salary package was passed this year."

Judges make no secret of their feeling that this year's package was far from substantial. The Missouri Bar recommended much larger increases which would have placed salaries for Supreme Court judges at \$70,000 a year and appellate judges at \$62,500.

Bond coupled his creation of a salary commission with establishment of a 15-member commission to recommend ways to improve the productivity and efficiency

of the state work force.

Acknowledging the lack of objective criteria to measure the success of such an effort, the governor told skeptical reporters he'd rely on Commissioner of Administration John Peizer to sell the results. "If Peizer can't convince you...and lay it out chapter and verse, then this thing won't have worked."

Asked if the panel's reports would have a bearing on distribution of the 1 percent pool of money allotted for merit raises, Bond said that "hasn't been proposed" at this point.

The salary commission, entitled the Missouri Advisory Commission on State Government Recruitment, Retention and Compensation, is to prepare a report for the governor, the Supreme Court and the legislature "as soon as is reasonably practicable."

Because the Missouri Constitution prohibits raises for elected officials midway through their terms, any raises for lawmakers or statewide elected officials would not become law until after the 1984 elections.

Currently, salaries for statewide elected officials are: Bond, \$55,000; Lt. Gov. Ken Rothman, \$30,000; Secretary of State Jim Kirkpatrick, \$42,500; State Auditor Jim Antonio, \$42,500; State Treasurer Mel Carnahan, \$42,500; Attorney General John Ashcroft, \$45,000.

Antonio's salary hit its current level when his term began Jan. 1, 1979, while the rest of the officeholders, elected in 1980, got their raises Jan. 1, 1981.

Members of the 1977 commission, which recommended those salary levels, were:

Businessman Howard Young of St. Louis; Mrs. G. Duncan Bauman, wife of the publisher of the St. Louis Globe-Democrat; L.C. "Clell" Carpenter of MFA Inc. in Columbia; John Chance of Centralia's A.B. Chance Co.; the Rev. Paul Reinert of St. Louis University; Teamster leader Karl Rogers of Kansas City; Don Spaiding of St. Joseph; lawyer and now-judge Joe Stevens of Kansas City; and businessman Robert Tipton of Trenton.

Commission to study pay for patrol, judges

Salaries for the Missouri State Highway Patrol and the judiciary will be the first studied by the governor's commission on compensation, members decided in a meeting Monday at the Marriott Hotel, near Lambert St. Louis International Airport.

"If you're a highway patrolman and your wife isn't working, your children may be eligible for free lunches," former state Sen. Albert M. Spradling of Cape Girardeau said. "We need immediate action."

A first-year highway patrolman earns \$16,692 a year.

State Supreme Court Chief Justice Robert T. Donnelly told members during their first organizational meeting that the state is losing experienced judges and is discouraging talented lawyers from entering the judiciary because of low salaries.

HE SAID trial judges earn \$45,000 a year, appeals judges \$47,500 a year, Supreme Court judges \$50,000 a year and the chief justice, \$52,500 a year.

Lawyers can earn six times as much in private practice, Donnelly said.

"This is the only type group that can speak for us," he said.

Because of the non-partisan court system, judges cannot lobby for themselves, he said.

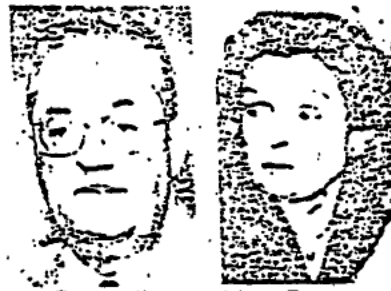
"I hope your effort is profitable, most of all for the state. You get what you pay for," he said.

The executive order establishing the Missouri Advisory Commission on State Government, Recruitment and Compensation decries the inability of state government to attract qualified personnel.

"THE CURRENT and future shift of traditional federal responsibilities to the states will require the recruitment and retention of stronger leaders in all three branches of state government," states the order signed by Gov. Christopher S. Bond in June.

A similar compensation commission, with a more limited mandate, submitted a report in March 1977.

William Clarkson, president of



Donnelly . Mrs. Bauman

Clarkson Construction Co. in Kansas City, asked how that report had been received.

"I think we had a real impact," said Nora Bauman of St. Louis, who was on the previous commission. "There was a real feeling we were not a political committee."

Mrs. Bauman was elected vice chairman of the commission. Illus Davis, a Kansas City lawyer and former mayor, is chairman.

PUBLIC HEARINGS on the salaries of law enforcement officials also will encompass the salaries of police officers in St. Louis and Kansas City. Those salaries are set by the General Assembly.

Both the law enforcement and judiciary hearings should be held in about six weeks, Davis said.

Spradling said legislation implementing salary increases could be introduced Dec. 1 with the increases set at \$1. By the time the commission is ready to make specific recommendations, perhaps by late February, the bills would have moved far enough through the legislative process to have a chance of passage, he said.

The commission also will look at the salaries of elected, appointed and middle management state officials.

Donnelly warned that the commission's job would not be easy.

"Considering the financial constraints that now face us, the task this commission is taking on is enormous," he said.

Appendix T

Charts Showing Judicial Workloads

Source: Missouri Judicial Report
Fiscal Year 1981-82
Office of State Courts Administrator

Figure 5
SUPREME COURT, EIGHT-YEAR WORKLOAD SUMMARY:
APPEALS, WRITS, ORIGINAL PROCEEDINGS AND MOTIONS
FY 1974-1975 through FY 1981-1982

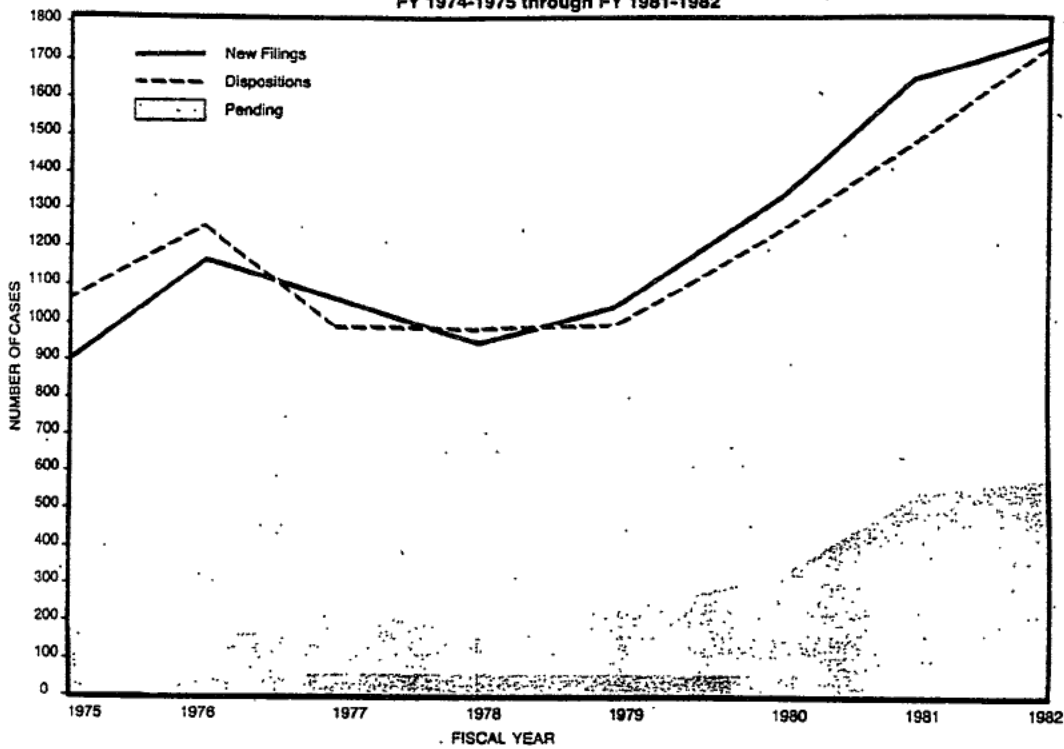


Figure 7
COURT OF APPEALS
TEN-YEAR WORKLOAD SUMMARY: APPEALS AND WRITS
FY 1972-1973 through FY 1981-1982

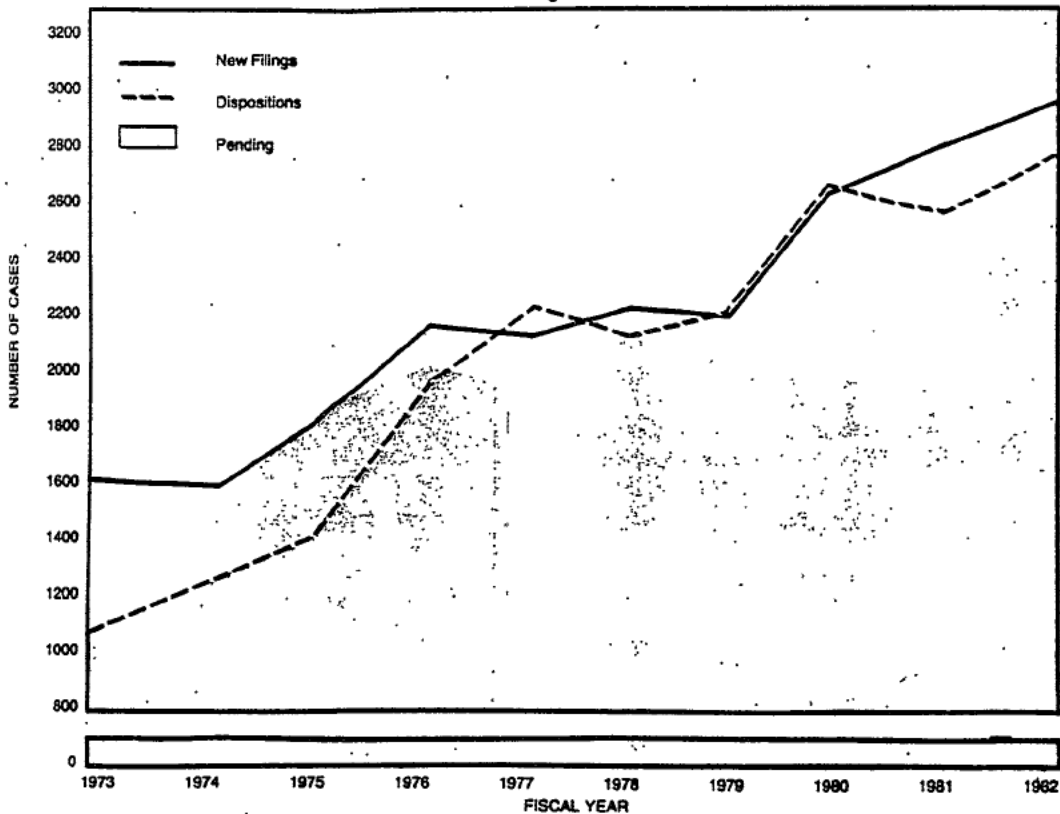


Figure 8
COURT OF APPEALS
APPEAL FILINGS: CIVIL AND CRIMINAL
FY 1973-1974 through FY 1981-1982

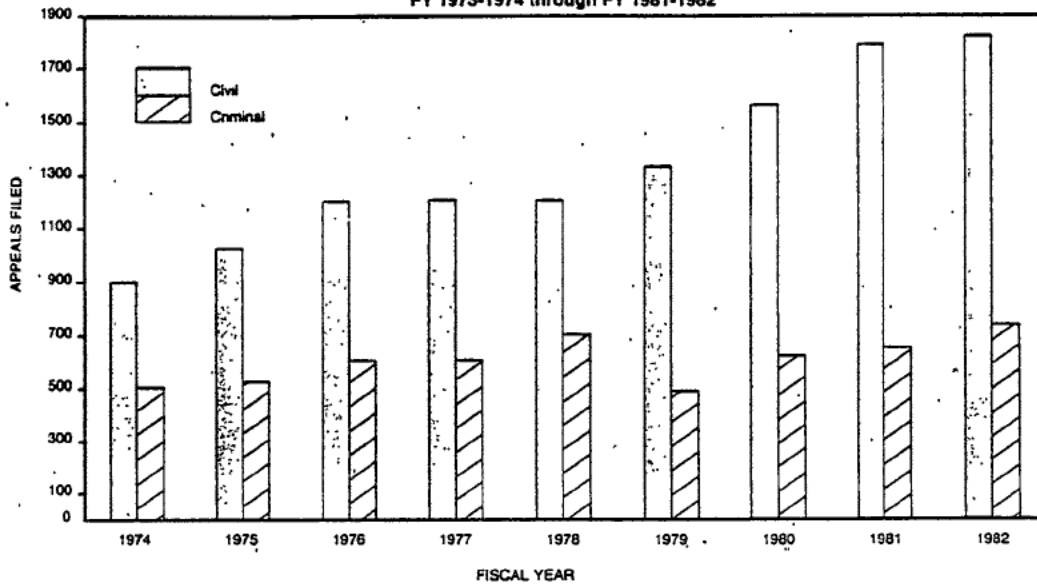


Figure 11
CIRCUIT DIVISION
TEN-YEAR WORKLOAD SUMMARY
FY 1972-1973 through FY 1981-1982

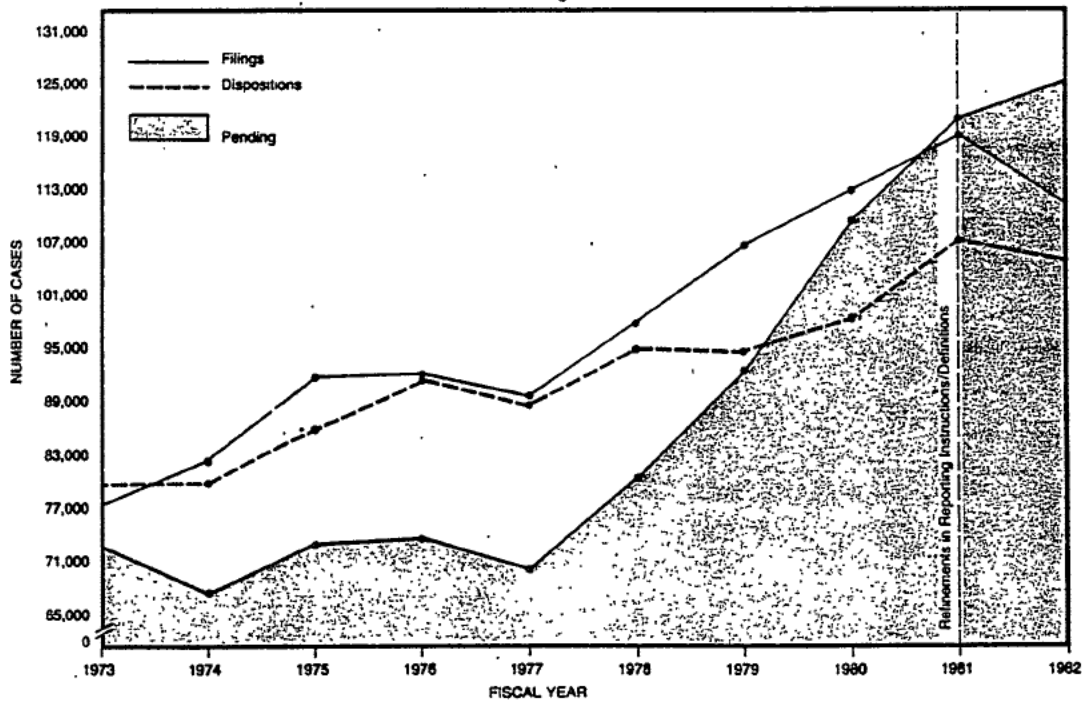


Figure 12
CIRCUIT DIVISION
DISPOSITIONS PER JUDGE
FY 1972-1973 through FY 1981-1982

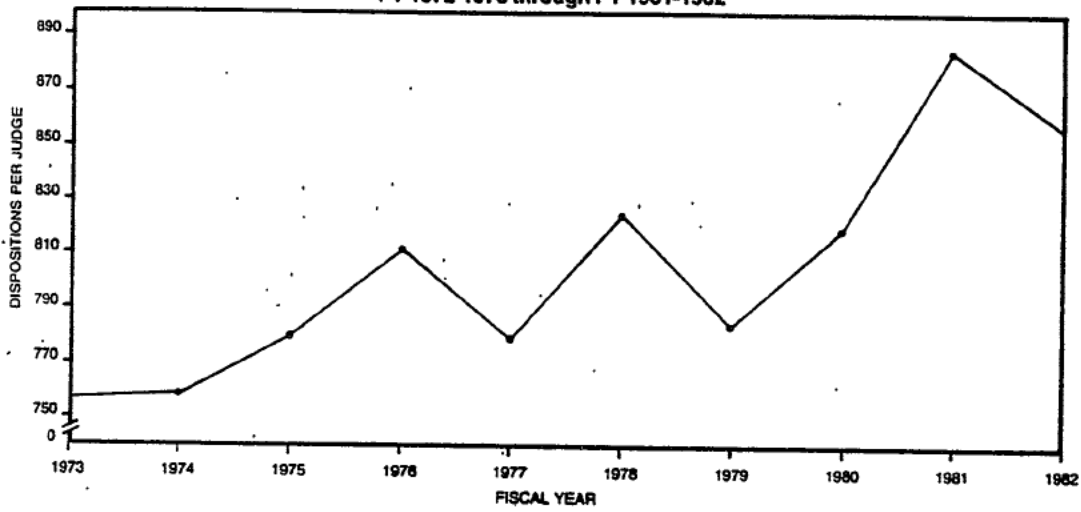
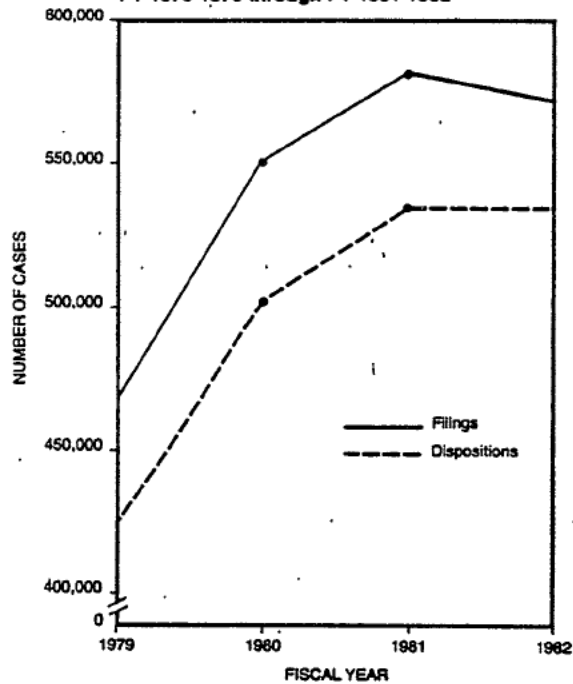


Figure 17
ASSOCIATE CIRCUIT DIVISION
FOUR-YEAR WORKLOAD SUMMARY
FY 1978-1979 through FY 1981-1982



*Figures exclude municipal cases heard by the associate division

Appendix U

Workloads of Associate Circuit Judges .

REPORT

TO THE

MISSOURI ADVISORY COMMISSION
ON STATE GOVERNMENT RECRUITMENT,
RETENTION AND COMPENSATION

BY THE

OFFICE OF STATE COURTS ADMINISTRATOR

January 17, 1983
St. Louis, Missouri

I was requested to appear before the Compensation Commission to present some facts, statistics, and answer questions in relation to the many uses that have been made of associate circuit judges since the enactment of the enabling legislation to the new judicial article. This legislation provided that associate judges after January 1, 1979 might handle any of the matters filed into circuit courts upon their assignment by the Supreme Court, the presiding judge of the circuit, local court rule, automatic assignment procedures, or upon stipulation by the parties.

During the period July 1, 1981 through December 31, 1982, that is, for the last year and a half, the Supreme Court has utilized associate circuit judges in the following ways. Orders for periods-of-time were cut assigning out-state associate circuit judges to 138 man weeks of covering dockets of courts other than their own. Of those 138 weeks, 122 weeks were assignments sending associates into the metropolitan areas of Jackson County, St. Louis City, St. Louis County, and St. Charles County. Sixteen weeks were assignments of out-state associates to sit in another associate division in out-state Missouri. Nineteen weeks of assignments (or a little less than 1/2 working year) were to handle matters that were pending before circuit court divisions in St. Louis City, St. Louis County and Jackson County. One hundred and three weeks of these assignments were cut ordering out-state associate circuit judges to metropolitan circuits to sit in the associate divisions of those courts. (See Attachment A.)

During the same time period, besides the transfer orders for periods-of-time, the Supreme Court issued orders assigning out-state associate judges to one thousand sixty-seven individual circuit court cases around the state. Based on the average disposition rate of circuit court judges, these 1,667 cases represent about one year's workload for two circuit judges.

Associate circuit judges were assigned by Supreme Court Order an additional one hundred five individual associate cases during this period.

Although our reporting by circuit clerks is far from complete in reporting every judge who disposed of matters pending before the circuit court, we know that at least 25,730 circuit court cases were disposed by associate judges during the past fiscal year. Based on the average number of cases disposed by circuit judges of circuit matters in the same time period, associate circuit judges dispositions of circuit court cases represents one judge year's workload for slightly more than 30 circuit judges. These are inclusive of the dispositions by associate judges on assignment on Order of the Supreme Court into metropolitan courts referred to earlier. The judge work years are low estimates because as a comparative tool, our office uses the actual number of dispositions in circuit courts divided by the number of circuit judges to determine an average disposition rate of circuit judges. If the total circuit court dispositions were reduced by the total dispositions of circuit matters disposed by associates, the average number of dispositions by circuit judge would be lower.

The result of dividing the total number of circuit dispositions by associates by the lower average disposition rate of circuit judges would indicate a great many more work years at the circuit level by associates than shown in Attachment B in the handout. That attachment, however, clearly indicates a growing use of associates by presiding judges and the Supreme Court since FY 1979-80. In FY 80 associate judges were used for circuit case dispositions equivalent to twenty and one-half (20.5) circuit judges' workloads; FY 81 - twenty-four (24) circuit judges' workloads; and FY 82 - thirty (30) circuit judges' workloads. If the equivalent number of circuit judges were added to the total number of circuit judges in the state to dispose of these cases, one could assume approximately \$100,000 costs per judge per year for the judge's salary, his court reporter's salary, and the matching withholdings and fringe benefits provided by the state.

As a generalization, it is true that many of these assignments are of cases of a less complex nature. However, the availability of an associate to hear the less complex circuit matters assures the parties in a lawsuit of the availability of a circuit judge who has adequate time to deliberate complex issues. It should be noted that both the circuit and associate divisions of the circuit court raised their disposition to filing ratios during this past fiscal year. According to the Annual Judicial Report of FY 1981-1982 published by our office, the filing to disposition ratio for the circuit divisions rose from .94 to .95 and for associate divisions from .93 to .94. This is, I believe,

a rather remarkable accomplishment, primarily because so many associate matters have outstanding warrants where law enforcement officers are unable to produce the defendant.

For purposes of transfer of associate judges, the Supreme Court uses four basic criteria in determining who should be requested to cover the assignments. One, the level of difficulty involved with the case or cases to be assigned in conjunction with the proximity of locations, the judgment of presiding judges as to the competency of associates under the presiding judge's authority, and the caseload of the associate who is assigned. Associates meeting the other criteria with the lowest caseloads within their own jurisdictions are the judges who are most often assigned to period-of-time transfers, thus equalizing the workload. There are very few associate judges who do not accept transfers upon request. Several associates who retired at the end of December, 1982 were among the judges who were asked to accept transfers the least often and/or who requested not to be transferred. Though in fairness, I must report that a few of the judges who retired in 1982 were quite active in accepting transfers and highly competent. (See Attachment C.)

As you can observe on Attachments D & E, the age profiles of associate judges reflect a drop in the average ages of the judges. Because an associate must be 25 years of age to qualify we have used different ranges on Attachment D than on Attachment E which was prepared in January of 1982. However, for comparison the number of present judges in the range of 60 to 70+ is 35 as

compared to last year's 38. Twenty-five of these 35 are 65 years old or younger. Nine judges in the 50 to 59 range on the 1982 profile will become 60 on their birthdays this year and thus just moved into the category of 60 to 70. In the last calendar year we had 10 associate judges who retired who had an average age of 75.30. The average age for associate judges in January of 1982 was 48.69. The average age for associate judges on their birthdates in 1983 is 47.14. The average age on their birthdays of the 24 new associates taking the bench in 1983 is 43.37. An age profile of magistrate judges was done in 1976 or 1977 by our office. My best recollection is that the average age of magistrate judges at that time was in the mid or upper fifties. That report may reside at Archives and I will attempt to locate it. It is, however, safe to say that the associate bench is not comprised of older attorneys seeking a way to ease into retirement.

When chief justice of the Supreme Court, both Judges Bardgett and Donnelly publicly stated that the judiciary of the State of Missouri did not need more judges but rather better utilization of the judges we have. Our present Chief Justice Rendlen in his State of the Judiciary Address on January 12th of this year stated that the number of cases disposed last year reached the highest point in four years. He attributed much of this progress through the use of associate circuit judges handling additional responsibilities. I urge your serious consideration of recommending salaries for associate circuit judges commensurate to attract and keep talented, dedicated attorneys interested in judicial service.

SUPREME COURT ASSIGNMENT OF ASSOCIATE JUDGES
 July 1, 1981 - Dec. 31, 1982 (1½ yrs.)

	1 WEEK ASSIGNMENT OF ASSOCIATES TO CIRCUIT DIVISIONS	1 WEEK ASSIGNMENT OF ASSOCIATES TO ASSOCIATE DIVISIONS	CASE ASSIGNMENT OF ASSOCIATES TO CIRCUIT CASES	CASE ASSIGNMENT OF ASSOCIATES TO ASSOCIATE CASES
JACKSON COUNTY	10	38	4	0
ST. LOUIS CITY	4	41	1	0
ST. LOUIS COUNTY	5	7	2	2
ST. CHARLES COUNTY	0	17	2	0
OUT STATE MISSOURI	0	16	1658	105
TOTALS	19 weeks	119 weeks	1667 circuit cases	107 associate cases

CIRCUIT DIVISION DISPOSITIONS
FY-79 THROUGH FY-82

	1979-1980	1980-1981	1981-1982
Civil Dispositions	79,119	87,443	83,845
Criminal Dispositions	19,964	20,485	21,797
Totals	<u>99,083</u>	<u>107,928</u>	<u>105,642</u>

Dispositions of circuit cases for above years by Associate Judges:

Civil Dispositions	15,112	18,975	22,722
Criminal Dispositions	1,717	2,294	3,008
Totals	<u>16,829</u>	<u>21,269</u>	<u>25,730</u>

Circuit division dispositions by Associate Judges translate into the following circuit judgeships per year:

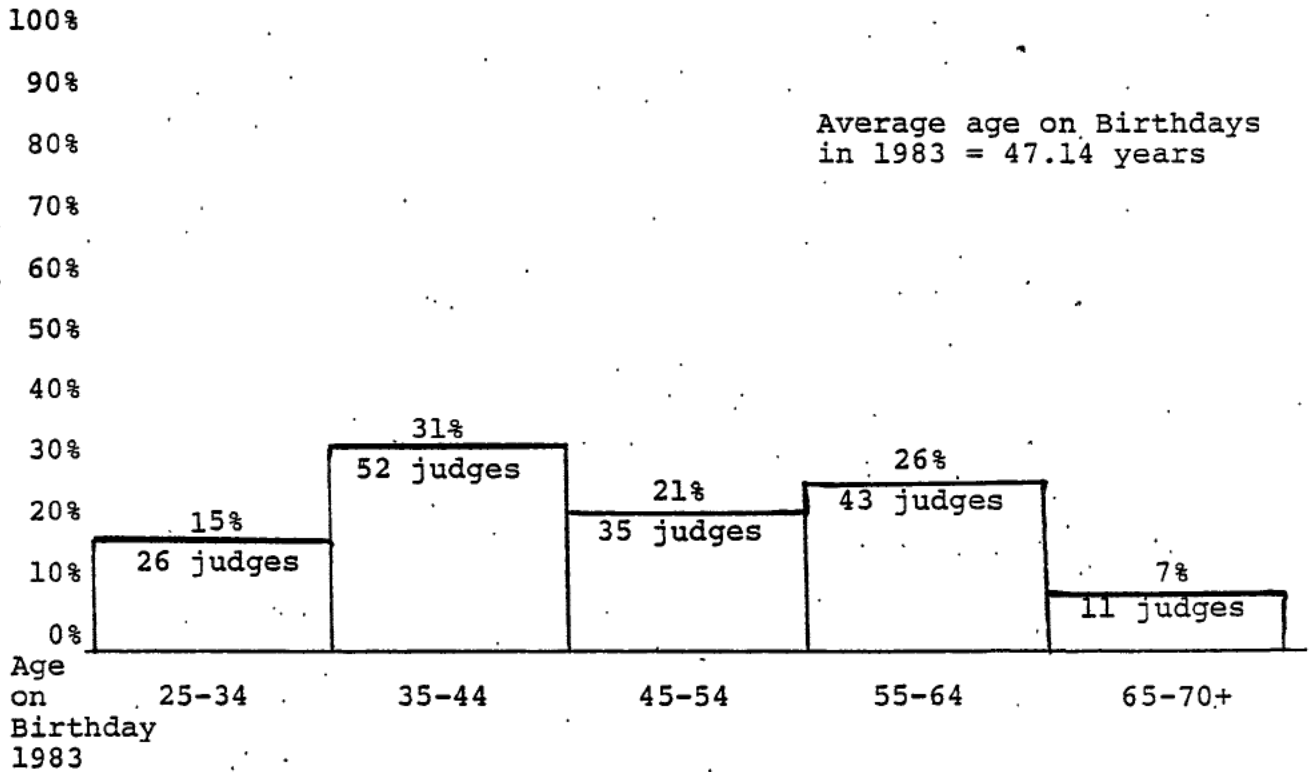
			Associate Judge circuit dispositions	Average dispositions per circuit judge
FY 1979-1980	=	20.5	(16829	÷ 819)
FY 1980-1981	=	24.0	(21269	÷ 885)
FY 1981-1982	=	30.0	(25730	÷ 859)

CIRCUIT AND ASSOCIATE CIRCUIT JUDGES
WHO WERE ASSIGNED 20 OR MORE
TRANSFERS BY THE SUPREME COURT
FY 1981-1982

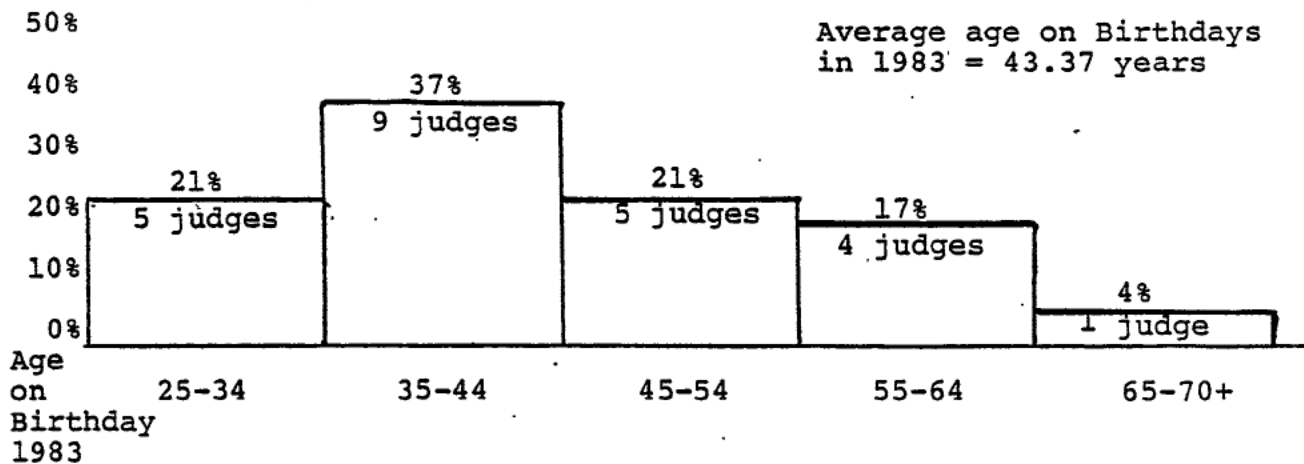
Walter E. Allen
James P. Anderton
Sam Appleby
John R. Baty
Robert M. Becker
Ronald M. Belt
James N. Bradley, Jr.
J. Michael Brown
James Clifford Crouch
L. Thomas Elliston
David Hedspeth
Robert M. Heller
John C. Holstein
Raymond T. Hueseman
Ralph Jaynes
Thomas J. Keedy
Don J. Killebrew, Jr.
Daniel Max Knust
Douglas E. Long, Jr.
Lawrence R. McClure
Warren McElwain
John Moon
Clyde Rogers*
Theodore B. Scott
Glen R. Simmons
George S. Thompson
E. Richard Webber
Robert Yocom

* Retired December 1982

167 Missouri Associate Circuit Judges
Profile by Age Distribution
Including the 24 new Associates Below

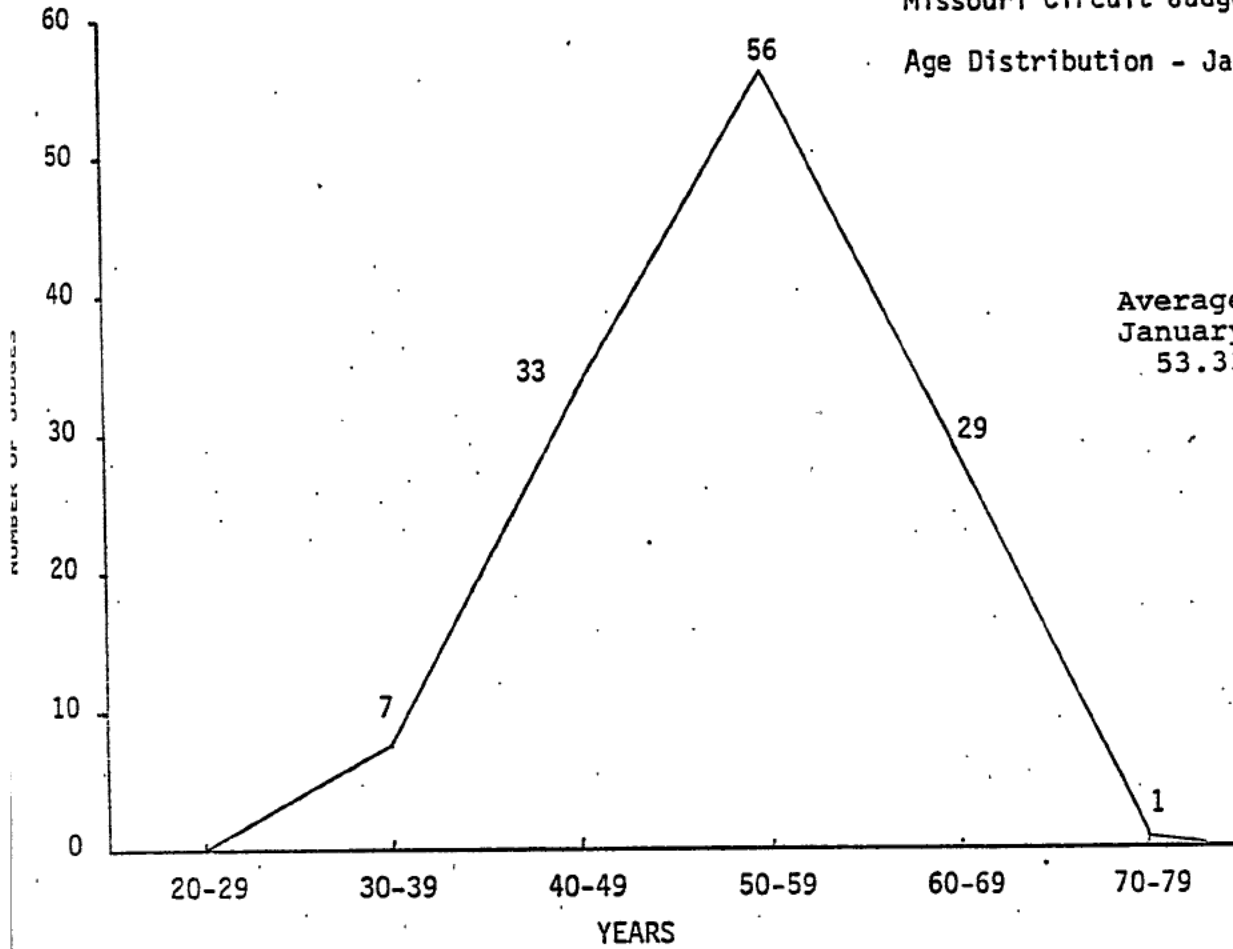


24 Newly Elected or Appointed Associate Judges - Jan. 1, 1983
Profile by Age Distribution



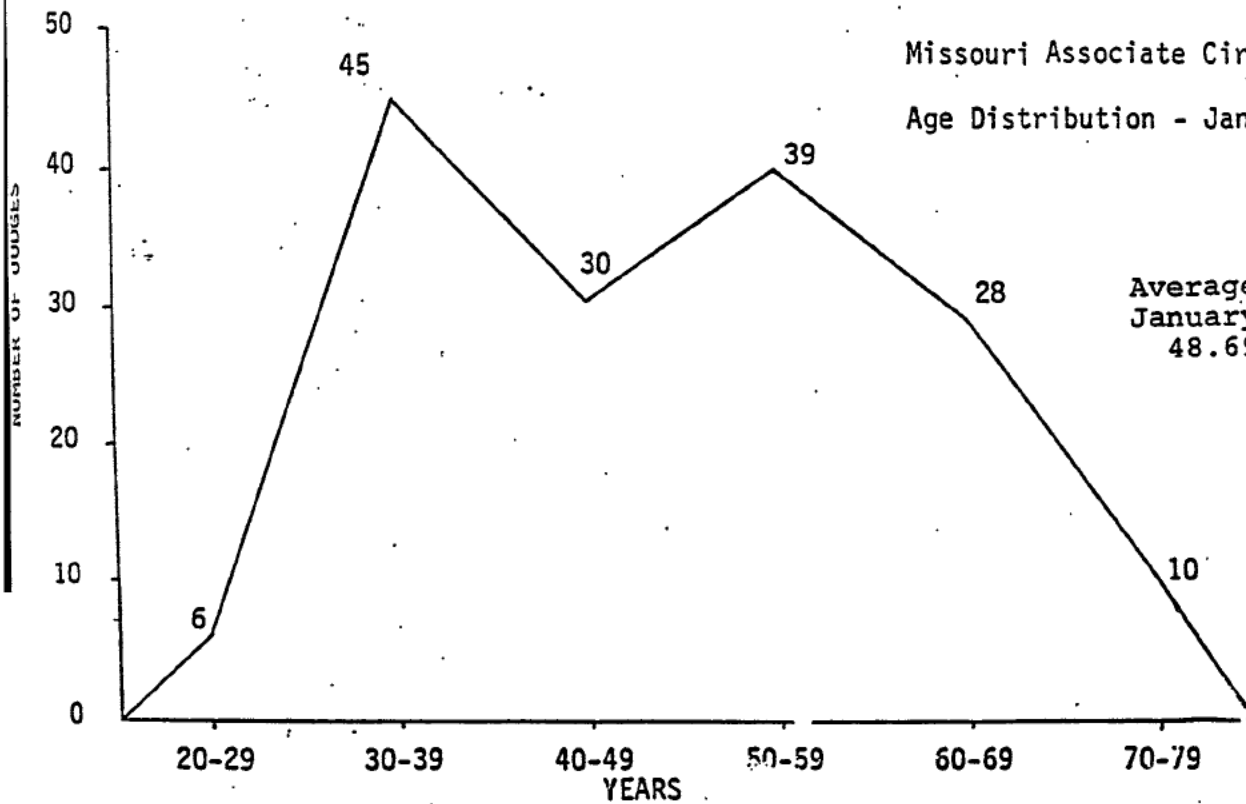
Missouri Circuit Judges

Age Distribution - January, 1982



Missouri Associate Circuit Judges

Age Distribution - January, 1982



Appendix V

Information on Missouri Juvenile Officers

Prepared by Missouri Juvenile
Justice Association

SUGGESTED SALARY ADJUSTMENTS

SECTION 211.381

After MJJA representatives met with juvenile court personnel from across the state, it was determined that salary ranges for juvenile court personnel may not benefit most juvenile court employees. The primary reason being that, although juvenile court salaries are statutorily set, salaries below the Juvenile Officer position are paid by the counties that comprise circuits.

From 1977 until August of 1982, salary levels for Deputy Juvenile Officers (DJOs) remained unchanged. Salary levels for other statutorily set positions under state pay during that time frame received increases equalling at least 25%. It is, therefore, the suggestion of the Missouri Juvenile Justice Association regarding Deputy Juvenile Officer salaries that the pay salaries for the positions of DJOs be increased from their present level to an amount 23% above present level. The following is the suggested increases in DJO positions:

Chief Deputy Juvenile Officer	20,000
Deputy Juvenile Officer- Class 1	17,500
Deputy Juvenile Officer- Class 2	16,100
Deputy Juvenile Officer- Class 3	14,200
Deputy Juvenile Officer- Class 4	12,325

MJJA also suggests that since DJO salaries are statutorily set, that the Commission approve a new classification of CLASS 5 Deputy Juvenile Officer with a salary of \$10,500. This new classification level is suggested because some time is required with new employees in our business, to determine their effectiveness when dealing with children. Given that the new employees under this Classification perform appropriately during his/her first year, and is thereafter retained as an employee, the minimal Class 5 designation could be increased above that of the training level Class 5 position.

The suggested changes in the Juvenile Officer position are to increase the present salary from \$18,690 per year to \$27,000. Juvenile Officers have not received mandated increases since the pay equalization bill of 1977. The responsibilities of the Juvenile Officer position has significantly increased since 1977 as exemplified: the implementation of detention facilities, mandatory juvenile separation from adult offenders, mandatory detention hearings, and mandatory statistical compilation.

If Juvenile Officers, since 1977, had been eligible for cost of living and merit increases as are other state employees regardless of the increases in responsibilities, their salary this year would have been in excess of \$24,250.

MJJA further requests that the Commission amend Section 211.381, Sub-Section 4, to read : "The compensation for employees of the juvenile court in second, third, and fourth class counties provided by this section is NOT A LIMIT TO the total amount of compensation the employee MAY (shall) receive for duties pertaining to the juvenile court."

We further recommend that because Juvenile Officer salaries are a state paid position, that the Juvenile Officer position be included in cost of living and merit increases provided other state employees.

Due to the fact that Deputy Juvenile Officer salaries are statutorily set, we ask the Commission to seriously consider inclusion of Deputy Juvenile Officers in cost of living and merit increases.

The Missouri Juvenile Justice Association and its 500 members would like to thank the Commission for affording us the opportunity to state the enclosed suggested salary increases. We would further state that we are very aware that the present salary structure as set forth in Section 211.381 for juvenile court personnel is antiquated and inefficient. We would suggest that this Commission provide whatever assistance possible to change this inadequate system.

Respectfully submitted,

J. Patrick Doyen
Legislative Chairman, MJJA
Juvenile Officer, 25th Circuit

JPD

STATEWIDE STATISTICAL INFORMATION
REGARDING
MISSOURI'S JUVENILE OFFICERS AND DEPUTY JUVENILE OFFICERS
AS REQUESTED BY THE COMMISSION

prepared by

MISSOURI JUVENILE JUSTICE ASSOCIATION
P.O. BOX 1332
JEFFERSON CITY, MISSOURI 65102
(314) 636-6101

INSTRUCTIONS

DEPUTY JUVENILE OFFICERS:

NUMBER OF COUNTIES IN CIRCUIT: Each Judicial Circuit is comprised of one or more counties. The number under this column is the number of counties in one circuit.

CLASS OF COUNTIES: Counties are classified Class 1 through Class 4. The information under this column states the classification of counties in one circuit.

NUMBER OF DEPUTY JUVENILE OFFICER: The number under this column states the number of Deputy Juvenile Officers in one circuit.

CLASSIFICATION OF DEPUTY JUVENILE OFFICERS: Deputy Juvenile Officers are classified, under section 211.381. Class 1 through Class 4, as well as a Chief Deputy Juvenile Officer (CDJO). The information under this column is the classification of deputy juvenile officers in one circuit.

AVERAGE YEARS EDUCATION OR DEGREE: Using "12" for a high school diploma, and 13, 14, 15, 16 for college. 16 additionally means a Bachelors degree. 18 means a Masters. etc. The information under this column is the education and/or degree of the respective deputy juvenile officers.

EXPERIENCE: The number under this column reflects the number of years experience in a Deputy Juvenile Officer position.

Salary; This amount reflects existing salaries.

JUVENILE OFFICERS:

The above information can also be used in reading information regarding Juvenile Officers.

Deputy Juvenile Officers

NUMBER OF COUNTIES IN CIRCUIT	CLASS OF COUNTIES	NUMBER OF DEPUTY JUVENILE OFFICERS	CLASSIFICATION OF DEPUTY JUVENILE OFFICERS	AVERAGE YEARS EDUCATION OR DEGREE	AVERAGE YEARS EXPERIENCE	AVERAGE SALARY
3	3 third CL.	1	2	16	2	12,000
3	3 third CL.	3	Two Class Two One - unclassified	one-masters; one-bachelors Bachelors	2	13,500 12,500--GRANT FUNDED-ED BY CT
4	4 third CL.	1	3	16	8½	9,126
5	5 third CL.	1	Unclassified			
2	1 third CL. 1 2nd CL.	6	Two class 2 Four class 3	Masters 16	3½ 2	13,080 11,000
1	1 2nd CL.	4	Two CDJO Two class 3	17 17	4 3	15,500 13,500
1	1 First CL.	17	unclassified	17	5½	16,130
2	2 third CL.	1	CDJO	13	2	15,500
3	3 third CL.	-0-				
3	3-third CL.	3	One CDJO 2 Class 1	Bachelors (16) Bachelors (16)	7 4	16,650 14,610
3	3 third CL.	5	One CDJO 2 Class 1 2 Class 2	16+ 16 16	7 5 1½	15,931 13,916 11,500
3	2 third CL. 1 first CL.	10	unclassified	16	5½	15,349
2	2 2nd CL.	15	unclassified	14½	3½	13,486
2	2 third CL.	2	one class 4 one unclassified	16 13	7 3	13,500 9,600
1	1 first CL.	62	unclassified	17	7	17,342
2	2 2nd CL.	6	one CDJO 5 unclassified	Masters 16+	5 3	15,500 10,300
2	1 2nd CL. 1 third CL.	3	one CDJO one class 1 one class 3	Law degree Masters Masters	8 3 2	15,500 13,600 10,271
1	1 2nd CL.	2	one CDJO one class 4	16 16	3 ½	16,650 10,020

NUMBER OF COUNTIES IN CIRCUIT	CLASS OF COUNTIES	NUMBER OF DEPUTY JUVENILE OFFICERS	CLASSIFICATION OF DEPUTY JUVENILE OFFICERS	AVERAGE YEARS EDUCATION OR DEGREE	AVERAGE YEARS EXPERIENCE	AVERAGE SALARY
3	2 third Cl. 1 2nd Cl.	3	One Class 4 One Class 3 One Superintendent of Deten	14 15 Masters	1 7 4	9,000 12,600 15,750
1	1 First Cl.	59	Unclassified	17	7½	19,611
1	1 First Cl.	6	One CDJO 5 - unclassified	16½ 16+	4 7	14,943.57 20,000
5	4 Third Cl. 1 2nd Cl.	7	Two Class 4 Three Class 2 Two Class 1	16 14½ 16	4 3½ 1	13,000 11,500 10,500
4	4 Third Cl.	2	One CDJO One Class 1	16 12+	6 3	16,650 14,610
5	5 Third Cl.	3	Two Class 1 One Class 2	16 16	2 1	13,500 12,000
3	3 Third Cl.	2	Two Class 1	16	4	14,610
4	4 Third Cl.	1	One Class 1	16	4	14,610
1	1 2nd Cl.	4	Two Class 1 One Class 2 One CDJO	16 16 12	1½ 7 mos. 8	14,610 13,880 16,650
5	5 Third Cl.	1	One Class 3	14	2	11,550
1	1 First Cl.	11	Two CDJO Three Class 1 Fourt Class 2 Two unclassified	Masters 15 16½ 16½ 16½	13½ 30 12 5 2½	18,285 18,285 15,128 13,117 15,250
2	1 Third Cl. 1 2nd Cl.	3	One CDJO Two Class 1	Masters 16	6 3½	17,384 15,647
2	2 Third Cl.	3	Unclassified	16	4	12,346
2	2 Third Cl.	1	One Class 1	15	10	13,500
2	2 Third Cl.	1	CDJO	16	6	16,650

NUMBER OF COUNTIES IN CIRCUIT	CLASS OF COUNTIES	NUMBER OF DEPUTY JUVENILE OFFICERS	CLASSIFICATION OF DEPUTY JUVENILE OFFICERS	AVERAGE YEARS EDUCATION OR DEGREE	AVERAGE YEARS EXPERIENCE	AVERAGE SALARY
0	2 Third Cl.	3	Unclassified	15	3	9,089.63
4	3 Third Cl. 1 4th Cl.	One	CDJO	14	12	16,650
2	2 Third Cl.	One	CDJO	12	10	15,500
3	3 Third Cl.	2	Two Class 2	14	3	14,437 4,200 (part time)
2	2 Third Cl.	1	CDJO	16	6	10,630
2	2 Third Cl.	1	One Class 3	16	1	11,550
5	5 Third Cl.	3	Two Class 2 One Class 3	14	4	11,448.82
5	5 Third Cl.	2	Two Class 2	16		12,000
3	3 Third Cl.	-0-	-0-	-0-	-0-	-0-

Juvenile Officers

NUMBER OF COUNTIES IN CIRCUIT	CLASS OF COUNTIES	YEARS EDUCATION OR DEGREE	YEARS EXPERIENCE	SALARY
3	3 Class 3	Masters	4	18,690
3	3 Class 3			18,690
4	4 Class 3	Masters +	19	18,690
5	5 Class 3		7	18,690
2	One Class 3 One Class 2	Masters	10	18,690
1	One Class 2	Masters	17	21,190
2	Two Class 3			18,690
3	Three Class 3	Bachelors	2 mos.	18,690
3	3 Class 3	Bachelors+	10	18,690
3	Two Class 3 One Class 1	Bachelors	11	24,498
2	2 Class 3	Masters	5	18,690
1	1 Class 1	Masters+	20	43,754
2	2 Class 2	(this JO serves as Director and JO) Bachelors	5	18,690
1	1 Class 2	Bachelors + (this JO serves as JO and Detention Supervisor)	7	23,490
1	1 Class 1	Bachelors+		23,490
4	4 Class 3	Bachelors+	8	18,690
5	5 Class 3	Masters	10	18,690
4	4 Class 3			18,690
1	1 Class 2	Masters	28	18,690
5	5 Class 3			18,690

NUMBER OF COUNTIES IN CIRCUIT

CLASS OF COUNTIES

YEARS EDUCATION OR DEGREE

YEARS EXPERIENCE

SALARY

1	1 Class 1	JD Degree		22,866
2	1 Class 3		12	22,290
	1 Class 2	Masters	9	18,690
2	2 Class 3	12	15	18,880
2	2 Class 3	Bachelors +		18,690
4	3 Class 3			18,690
	1 Class 4			18,690
2	2 Class 3	Bachelors+	13½	18,690
3	3 Class 3	Masters	9	18,690
2	2 Class 3			17,957.35
2	2 Class 3		20	18,690
5	5 Class 3	13	4	18,690
3	3 Class 3		1 month	18,690

Appendix W

Information on The State Fire Marshal, Division of Water Safety, and Division of Liquor Control

Contents

W-1	Description of Office of State Fire Marshal
W-2, 3, 4, 5	Salary Comparison Between Missouri State Fire Marshal and Other Agencies
W-6, 7, 8, 9, & 10	Description of Water Patrol
W-11, 12	Comparison of Water Patrol Salaries With Other Missouri Agencies
W-13, 14	Mission of Division of Liquor Control

STATE FIRE MARSHAL

ISSUE: A salary adjustment for the investigative personnel of the Missouri State Fire Marshal Office.

A. Description

The Office of the Missouri State Fire Marshal was established in 1973 and included a staff of four investigators along with the Fire Marshal and a Chief Deputy. The first year or two was spent in educating the fire services and police services of the State of Missouri as to the availability and capability of the agency. The first staff was composed strictly of former firefighters with no police background or experience. At first the criminal investigators had no police authority other than subpoena powers along with the authority of the State Fire Marshal to hold hearings concerning the incident under investigation. Gradually it became obvious that the investigators were dealing with crimes and criminals and the need became apparent for training in police techniques but of the laws concerning arrest and search and seizure. In 1977 the criminal investigative unit of the State Fire Marshal's Office was given the power of arrest in bomb and arson related crimes. This placed further emphasis on the need for police trained investigators and the trend became not to hire personnel who did not have a police background. Ideally a background of police and fire experience would be justified, but if the applicant did not have the combination of both a police background is preferred over a fire related background. The philosophy exists that it is easier to train a police oriented person fire investigation rather than to train a person with strictly fire experience to be a police officer. We realize that this is not always the case but each individual case had to be considered on its own merit. In 1982 the office received 579 requests for investigations from the various agencies throughout the state.

During the brief history of the office there has been two men in the position of Fire Marshal, four who have held the Chief Deputy's position, and 24 different people have held investigative positions. The longest tenure to date for an investigator is 6 years and 4 months. The average tenure for those that have since left the agency was 2.3 years. The average tenure for those now employed is 2.48 years. Of those who have left the agency in the past the consistent reason for leaving has been for higher salaries and better working conditions. At the present time our turnover rate is 25% per year of the entire investigative staff. And currently 40% of the investigative staff has one year or less tenure.

- D. Salary Comparison between the Missouri State Fire Marshal and other agencies doing approx. the same task:

MISSOURI STATE FIRE MARSHAL

Starting salary- \$13,800 per year.

Top salary - \$17,028 per year.

There are no step increases. Lower paid investigators can only receive increases by receiving some of the appropriation designated for top salary investigators.

OKLAHOMA STATE FIRE MARSHAL

Starting salary - \$19,350 per year

Top salary - \$25,932 per year.

To attain the top salary there are 13 steps over a 5 year period. Agents receive from 2½% to 15% annual salary increases.

Supervisor starting salary - \$23,521 per year.

Supervisor top salary - \$31,520 per year.

A supervisor must have a minimum of 5 years service with the agency.

KANSAS STATE FIRE MARSHAL

Starting salary - \$17,484 per year

After 6 months - \$18,012 per year

After 1 year - \$18,528 per year

Top salary - \$26,292 per year

Top salary is achieved after a 21 step process. Each step a 2½% increase.

ARKANSAS STATE POLICE

In Arkansas, State Police Sergeants do fire investigations.

Starting salary - \$14,846 per year

Top salary - \$24,752 per year

Raises are approx. 10% per year and top salary is achieved after 10 years.

D. Cont'd:

TENNESSEE STATE FIRE MARSHAL

Starting salary - \$13,548 per year

Top salary - \$18,840 per year

Top salary is achieved after 10 years with 10 annual salary increases.

IOWA STATE FIRE MARSHAL

Starting salary - \$23,415 per year

Top salary - \$29,769 per year

ILLINOIS STATE FIRE MARSHAL

Investigators in Illinois do fire scenes only. They do not conduct the criminal investigation nor do they have the arrest powers. There are 3

grades which are;

I

II

III

Starting salary - \$15,444 per year

\$16,944 per year

\$17,616 per year

Top salary - \$19,536 per year

\$21,576 per year

\$26,448 per year

NEBRASKA STATE FIRE MARSHAL

Starting salary - \$15,900 per year

After 2 years - \$18,011 per year

Top salary - \$21,013 per year

The investigators receive compensatory time for overtime

ST. LOUIS P.D. ARSON SQUAD

Starting salary - \$17,000 per year

Top Salary - \$23,000 per year

After 8 hours per day investigators received overtime pay

ST. LOUIS COUNTY ARSON SQUAD

Starting salary - \$18,650 per year

Top salary - \$23,528 per year

After 8 hours per day investigators receive overtime pay

D. Cont'd:

SPRINGFIELD MISSOURI ARSON SQUAD

Starting salary - \$18,954 per year

Top salary - \$22,942 per year

There are 5 yearly increments between starting & top salaries.

KANSAS CITY P.D. ARSON SQUAD

Starting salary - \$18,636 per year

Top salary - \$26,232 per year

Investigators receive 8 yearly increments of 5% each.

INDEPENDENCE ARSON SQUAD

Starting salary - \$16,752 per year

Top salary - \$21,168 per year

There are 5 steps to top salary. The first after 6 months, the others yearly

INSURANCE INVESTIGATIONS

This company conducts investigations for insurance companies on a cost per hour basis plus expenses.

Starting salary range - \$17,820 to \$24,780 per year

Top salary range - \$23,520 to \$33,600 per year

Investigators receive 15-20% annual salary increases.

AMERICAN FAMILY INSURANCE

Starting salary - \$19,721 per year

Median (1 year) - \$24,652 per year

Top salary - \$29,582 per year

American Family also pays for complete health and dental insurance. Annual raises consist of the percentage of the cost of living increase for the previous year.

D. Cont'd:

STATE FARM INSURANCE

Starting salary - \$23,000 per year

Top salary - 37,000 per year

Salary adjustments are made monthly in direct proportion to the cost of living index.

Conclusion of comparison:

- a. Average starting salary of other agencies - \$18,378 per year
- b. Average top salary of other agencies - \$26,351 per year
- c. Average starting salary is \$4,578 higher than ours
- d. Average top salary is \$9,323 per year higher than ours
- e. Average starting salary is \$1,350 per year higher than our top salary.

Visual arrangement from information from preceeding pages;

<u>STARTING</u>		<u>TOP</u>	
Insurance Invest.	\$24,780*	State Farm Ins.	\$37,000
Iowa	23,415	Insurance Inv.	33,600
State Farm Ins.	23,000	Iowa	29,769
American Family	19,721	American Family	29,582
Oklahoma	19,350	Kansas City P.D.	26,232
-----25-----		Illinois	26,488
Springfield	18,954	Kansas	26,292
St. Louis Co.	18,650	Oklahoma	25,932
Kansas City P.D.	18,636	-----25-----	
-----24-----		Arkansas	24,752
Insurance Invest.	17,820	-----24-----	
Illinois	17,616	St. Louis Co.	23,582
Kansas	17,484	Insurance Inv.	23,520
St. Louis P.D.	17,000	St. Louis City	23,000
Independence	16,752	Springfield	22,942
Nebraska	15,900	Independence	21,168
Arkansas	14,846	Nebraska	21,013
*MISSOURI	13,800	Tennessee	18,840
Tennessee	13,584	* MISSOURI	17,028

MISSOURI STATE WATER PATROL

ISSUE: A salary adjustment for the uniformed officers of the Division of Water Safety, better known as the Missouri State Water Patrol, and communication personnel.

1. DESCRIPTION: The Missouri State Water Patrol has the responsibility of promoting safety and enforcing state laws on 757,490 acres of recreational waters. This responsibility includes the enforcement of boating laws, licensing and titling laws, investigating and reporting water-related accidents, assisting the public, and the general promotion of safety on the waterways.

Other duties performed are:

- a. During the winter months the patrolmen present water safety courses and programs. Last year there were 105,523 persons in attendance. This division believes very strongly that these courses are an effective deterrent to water mishaps.
- b. The recovery of victims of drowning in the state's waters, including farm ponds, quarries, creeks, etc. To assist in these duties, we have a dive team of patrolmen who have volunteered, without additional compensation, to become certified divers and perform this hazardous duty. Also recovered are criminal evidence, vehicles, boats, etc., often at the request of another law enforcement agency.
- c. The Water Patrol is on call at all times to assist whenever floods occur. Our services include evacuating persons stranded in buildings, cars, etc. The flooded area is then patrolled to prevent thefts, pilfering and loitering. All related state agencies, sheriff and police departments, Civil Defense and others have updated rosters for the phone numbers and address of our office and all personnel permitting quick communications.
- d. All officers are certified to administer first aid to any citizen in need. Each officer is also certified in C.P.R. We respond to calls from cabins, homes and resorts, as well as water enthusiasts.
- e. The Water Patrol operates a state-wide radio system to permit constant communications with our patrolmen. For economic reasons, there is only one radio control and dispatcher center located in our headquarters. All recreational waters in the State are covered, except the new Smithville Lake near Kansas City. Prior to the installation of this system, our patrolmen often found themselves in hazardous situations without communication. Each officer also monitors the sheriff's network and the Mutual Aid network permitting a rapid response to requests for our services. Such requests are numerous but the number has not been tabulated.

f. Some selected activity totals for 1981 are:

- 20,694 boats inspected
- 18,708 warnings issued
- 296 larcenies investigated
- 1,766 citations issued
- 12,439 services rendered
- 123 stolen boats recovered
- 56 stolen motors recovered
- 4,450 complaints investigated
- 177 drug arrests
- 90 alcohol related arrests

g. All buoys and navigation markers placed on waters of the state are permitted by this agency after a field investigation, notice in county paper, public hearing and approval of the Commissioner.

This agency also reviews all applications for construction and changes in or on the shoreline of all waters to determine that a boating hazard is not being created. Lights on structures may also be required by this agency.

h. All regattas, races, parades, fishing tournaments, ski exhibitions (any planned water activity) must be approved by this division. Patrolmen are assigned to assure the adhering to of safety rules and laws. Over 1100 permits are issued each year.

i. The Water Patrol investigates all water pollution incidents. The State Litter Law is enforced. Boats are not permitted to discharge sewage in the waters.

Missouri is fortunate to have an abundance of beautiful clear-water lakes and streams which are ideal for recreation. Tourism is the State's second largest business, and water recreation is a major contributing factor. It is estimated that a daily count of water enthusiasts for the last season would total 31,048,000. Our neighboring states cannot offer these facilities which account for many thousands of out-of-state vacationers each summer weekend.

The Water Patrol, which is recognized as one of the outstanding patrols in the nation, has the responsibility to maintain the waters so they are safe and enjoyable for all users. It is difficult to keep the waters compatible for runabouts, canoes, cruisers, fishermen, skiers, swimmers, floats, etc. at the same time.

The responsibilities of this division have greatly increased at a time when fiscal problems have caused a reduction of officers. Not only do our recreational waters maintain their popularity, but we have three new lakes. They are:

Truman Lake - Having over 1,000 miles of shoreline, Truman is second in size to the Lake of the Ozarks. The lake has been filled for two years and it's reputation of being a beautiful lake with excellent fishing is known throughout the Midwest. For these reasons, and as facilities continue to be constructed, we expect a constant yearly increase in usage.

Smithville Lake - This lake is located 5 miles north of the city limits of Kansas City. It is approximately 13 miles long plus one arm. Opening in 1982, one year ahead of schedule, it is already the busiest lake in the state (boats per acre).

Cannon Dam - This large lake of 18,600 acres will fill in 1983. This is the only Corps of Engineers lake ever built where the facilities were completed ahead of the dam. Being the only lake of any size in northeast Missouri and nearby Illinois and Iowa, we expect immediate heavy usage.

Consequently, our officers are responsible for a larger area and must work longer hours to provide the services expected of them. Our original FY-84 budget request was for 70 uniformed officers, but fiscal problems have reduced this to 51 officers and may go even lower.

2. PROBLEM:

From the wage comparison study given to you it can easily be seen that the wages of this agency have deteriorated to a point where the salary ranks near the bottom of the list.

Our patrolmen receive the same amount of training as Highway Patrolmen and are highly qualified professional and well trained law enforcement officers who have received national recognition. The new officers, employed after an intensive recruiting program which includes a background investigation, a competitive written examination, two oral interviews, a vision test, a physical examination, and a swimming test, are given 17 weeks of training at the Highway Patrol Academy. The certified instructors are from the Highway Patrol and the Water Patrol. This is followed by two months on-the-job training with an experienced officer. Following that is a probationary period where the new officers' activities are carefully scrutinized at all times.

The academy training costs the State in excess of \$4,000 for each recruit. This does not include the officer's salary, transportation to and from the school, instructors' salaries and other incidentals. Consequently, the State has made a sizeable investment in each officer. Not only is it important to retain all personnel, as their services are needed, but to also eliminate the recruiting and training costs. 43% of our officers have attended college, and most have received their degrees.

As a condition of employment, our officers must furnish a vehicle of sufficient size and horsepower to tow and safely stop a patrol boat. This eliminates their use of the gas economy automobiles. They are compensated at the State's regular rate of 17¢ per mile when using their vehicle for State business. The vehicle requirement places a financial hardship on them not experienced by other law enforcement agencies.

3. OBJECTIVE: This year I appeared before the Personnel Advisory Board appealing for a salary increase of 25% to bring our compensation up to the average of law enforcing agencies in our State. In the final report, they stated that this increase was justified but only a 10% increase was recommended due to the State's fiscal problems.

We are hopeful that this Commission will recommend a salary adjustment which will bring us to a parity with other similar agencies. Not only are adequate wages long overdue, but this would also permit us to do a better job recruiting and retaining our personnel.

For the safety of the ever increasing water enthusiasts, the enforcement of the laws on our many lakes and streams, and to continue to encourage the use of those waters by our citizens and the many thousands of out-of-state visitors, it is imperative that the Missouri State Water Patrol remain an outstanding agency.

LAW ENFORCEMENT OFFICER SALARY SURVEY
August 1982

<u>Police Department</u>	<u>Effective Date of Salary</u>	<u>Starting Salary</u>	<u>Maximum Salary</u>	<u>Minimum No. of Years To Reach Maximum</u>
Warsaw Wood	July, 1982	\$19,715	\$20,757	3.0
Clayton	October, 1982	\$19,488	\$22,572	2.5
Ladue	January, 1982	\$17,952	\$21,852	8.0
Creve Coeur		\$19,380	\$24,732	5.0
Kirkwood	July, 1982	\$17,668	\$24,768	5.0
Des Peres	July, 1982	\$17,556	\$22,392	5.0
Webster Groves	July, 1982	\$17,479	\$23,585	
Bridgeton	January, 1982	\$17,447	\$22,318	4-5
Overland	July, 1982	\$17,220	\$20,556	4.0
Mo. State Highway Patrol	July, 1982	\$16,692	\$28,297	
Ferguson	July, 1982	\$16,664	\$20,246	3.5
St. Ann	September, 1981	\$16,308	\$18,012	
Florissant	December, 1981	\$16,224	\$20,826	10.0
Kansas City	May, 1982	\$16,104	\$26,232	12.0
Raytown	November, 1981	\$15,608	\$19,675	
Frontenac	July, 1982	\$17,136	\$21,170	4.0
University City	June, 1982	\$15,468	\$19,716	5.0
Springfield	June, 1982	\$15,351	\$19,105	4.0
Independence	August, 1982	\$15,276	\$19,272	5.0
Richmond Heights	July, 1982	\$15,246	\$27,027	16.0
St. Louis County	January, 1982	\$16,711	\$22,954	
Crestwood	July, 1982	\$15,179	\$19,015	4.5
Glendale	July, 1982	\$14,832	\$18,384	5.0
Berkeley	July, 1982	\$14,757	\$18,341	6.0

<u>Police Department</u>	<u>Effective Date of Salary</u>	<u>Starting Salary</u>	<u>Maximum Salary</u>	<u>Minimum No. of Year To Reach Maximum</u>
Sunset Hills	January, 1982	\$14,640	\$22,440	6.0
Sikeston		\$14,200	\$18,000	5.0
Joplin	October, 1981	\$14,148	\$15,876	12.0
Hazelwood		\$13,814	\$24,038	8.0
Columbia	October, 1982	\$13,807	\$21,780	
MISSOURI STATE WATER PATROL	July, 1982	\$13,788	\$17,736	6.0
Jefferson City		\$12,756	\$17,100	
St. Joseph	July, 1982	\$12,171	\$14,830	9.0
Cape Girardeau	July, 1982	\$10,608	\$20,832	
AVERAGE		\$15,800	\$21,044	6.4



STATE OF MISSOURI
DEPARTMENT OF PUBLIC SAFETY

DIVISION OF LIQUOR CONTROL
JAMES A. FRANKLIN, JR., SUPERVISOR
P.O. Box 837
Jefferson City, Missouri 65102
Telephone 314-751-2333

THE MISSION OF THE DIVISION OF LIQUOR CONTROL

The enforcement program has the responsibilities under Section 311.610 RSMo, 1978, for carrying out the provision of Chapters 311 and 312 for the proper enforcement of the liquor laws and regulations and in order to assure general compliance with Missouri Statutory Law. This program is directly involved in the following duties: licensing, routine inspections, investigations of liquor law violations, public relations and assistance to other law enforcement agencies, and administrative duties.

Sections 311.050 and 311.550, make it unlawful for any person to manufacture, distribute or sell alcoholic beverages in the state of Missouri without first securing a license. There were 17,437 licenses issued and \$2,018,360 collected license fees and \$25,022,018 collected in beer, wine and liquor taxes. Routine inspections of licensed premises have proven to be an effective means of deterring crime and enforcing the liquor laws and regulations in that agents visit each licensed premises in their respective assigned territories as often as time and expense money will allow. They are regularly assigned to conduct investigations of alleged liquor law violations throughout the state. Numerous investigations conducted by this division result in charges being filed in state courts for unlawful sales of intoxicating liquor without a state license. While this division is charged with the overall enforcement of the liquor laws and regulations, they also cooperate and coordinate their activities with other law enforcement agencies and prosecuting attorneys throughout the state by personally contacting them and gathering information they have received in the form of complaints from citizens or from their own personal knowledge. The Enforcement program provides the professional personnel, agents and special agents to accomplish the tasks set out in the statutory requirements. The personnel in this program are required to travel extensively. All of their duties involves traveling throughout their own designated territory and at times throughout the entire state.

The enforcement program personnel assures that liquor licenses are issued only to qualified applicants on approved premises, to conduct inspections of all licensed establishments, and to investigate complaints of violations of liquor laws and regulations.

This state is divided into six districts for enforcement purposes, with offices located in Kansas City, Kirksville, St. Louis, Springfield, Cape Girardeau and Jefferson City. Each agent is responsible for his area and for any special investigations to which he may be assigned and the district supervisors, of which

there are six - one for each district - is responsible for the agents assigned to his district and for the proper liquor law enforcement within his district. There are about 117,529 road miles, along which there are licensees located. The forty-nine (49) enforcement personnel are required to travel the entire 117,529 miles to perform their duties of licensing, inspecting and investigating. They must provide their own automobiles and they are reimbursed at 17¢ per mile. The cutbacks have severely hampered this appropriation and has limited the number of miles each agent may travel each month. This program is an integral part of collection of revenue in that without proper enforcement, liquor establishments might be allowed to operate unlicensed.

The work load and responsibilities of the enforcement personnel have increased because of new legislation creating additional types of licenses and because the number of licenses issued have increased 48% over the past twelve years. The number of licenses issued have increased from 11,841 to 17,437, which indicates that the enforcement personnel's workload has increased. There are more licenses being issued and before a license can be issued the place must be inspected, which has increased the number of inspections to be performed and since the number of licensees have increased, there are more complaints and for every complaint, there is an investigation. This division was originally appropriated funds for sixty (60) full time employees, now it is funded for only forty-nine (49). This is an 18% reduction in work force since January, 1981 and an increase in workload. These people provide the entire state with professional knowledge in the enforcement of liquor laws and regulations. At the present time, the enforcement personnel have a starting salary of \$12,000 which is below other law enforcement agencies within the Department of Public Safety and below other enforcement agencies throughout the state. Also, agents of the Division of Liquor Control are prohibited by state statute from accepting any other employment or any compensation other than their regular salaries and expenses while they are employed by this division. Therefore, unlike many other law enforcement agencies that allow employees to have part-time jobs, enforcement personnel of this division must support their families on their salaries. Another problem that affects the agents is that they are required to use their own automobile while performing their duties for the state and they are reimbursed at 17¢ per mile for miles driven on the job, while other enforcement agencies provide automobiles to their enforcement officers. The 17¢ a mile does not cover their total operating cost of their personal automobiles because of inflated gas prices, maintenance cost and replacement cost of their automobile so therefore, agents have to supplement their expenses by using a portion of their salary to pay their traveling expenses.

Appendix Z

Proposed Salary Charts
Department of Public Safety

DEPARTMENT OF PUBLIC SAFETY

Division: Missouri State Highway Patrol

<u>Job Classification:</u>	<u>Range</u>
Patrolman	8
Corporal	18
Sergeant	21
Lieutenant	24
Captain	26
Major	27
Lt. Colonel	28
Colonel	29

Division: Water Patrol

<u>Job Classification:</u>	<u>Range</u>
Patrolman	7
Corporal	17
Sergeant	20
Captain	22
Lt. Colonel	23

Division: Liquor Control

<u>Job Classification:</u>	<u>Range</u>
Agent	5
Special Agent	7
District Supervisor	18
Deputy Supervisor	21

Division: Fire Marshal

<u>Job Classification:</u>	<u>Range</u>
Investigator	9
Chief Deputy Fire Marshal	21

